



To: Joint Audit Committee
From: T/Sup Mike Hills
Head of CDD
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Published HMICFRS Reports

1. Purpose

1.1 The purpose of this paper is to provide the Joint Audit Committee with information on relevant reports published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in the last quarter, and to provide an overview of the governance mechanisms for these reports.

2. Recommendation

2.1 The Committee is asked to note the contents of the report.

3. Background

3.1 A single thematic HMICFRS inspection report has been published during this quarter to end of January 2019.

3.2 The thematic inspection was undertaken across all forces in England and Wales during 2017.

3.3 The main findings include:

- The requirement for a new national definition of mental ill-health for all forces to adopt;
- Forces to assess their mental health-related demand;
- Forces to evaluate their mental health triage services;
- Force's to assess their mental health-related training programmes;
- The Crisis Care Concordat steering group should carry out a fundamental review and make proposals for change.

3.4 The link to the full thematic inspection report is included below and the force's response to the five recommendations emanating from the inspection report is attached as Appendix A to this paper.

4. Governance

- 4.1 The Corporate Development Department ensures that the force has a comprehensive understanding of the findings of all HMICFRS PEEL and thematic inspections, identifying any areas for improvement and recommendations, and instigating appropriate action to address these.
- 4.2 All the recommendations and areas for improvement are monitored using the Action Management System (AMS) within the Corporate Development Department. Reports scrutinised as part of the force corporate governance structure.
- 4.3 The force holds a monthly Organisational Improvement Group, chaired by the Head of Corporate Development, at which all strategic leads are present and asked to update on the action they have taken.
- 4.4 There is also further scrutiny at chief officer level, through the HMICFRS Gold Group chaired by the Deputy Chief Constable, and Force Executive Board, chaired by the Chief Constable.
- 4.5 HMICFRS inspections form part of the third level of assurance for the Constabulary. The first level is internal governance meetings, the second is internal audit, and the third is external audit.

5. Inspection reports published

- 5.1 The following reports have been published in the last quarter:

| Title | Inspection completed | Publication date | Link |
|--|----------------------|------------------|---|
| Policing & Mental Health: Picking up the Pieces. | During 2017 | 27 November 2018 | https://www.justiceinspectorates.gov.uk/hmicfrs/publications/policing-and-mental-health-picking-up-the-pieces/ |

6. 2019 Integrated PEEL Inspection (IPA)

- 6.1 HMICFRS's PEEL inspection is an assessment of police forces in England and Wales. Forces are assessed on their Effectiveness, Efficiency, Legitimacy and Leadership. Forces are judged as 'outstanding', 'good', 'requires improvement' or 'inadequate' for Effectiveness, Efficiency and Legitimacy, and a narrative judgment is provided for Leadership.

- 6.2 With effect from 2018 HMICFRS are undertaking Integrated PEEL Assessments (previously each element of PEEL were inspected singularly throughout the year).
- 6.2 Cambridgeshire is scheduled to be inspected during the week commencing 3rd June 2019. The IPA report will be issued towards the end of 2019.
- 6.3 HMICFRS have commence the fieldwork for the force IPA to include crime reviews, insight visits to Neighbourhood teams, the Demand Hub and the Intelligence and Specialist Crime Department.
- 6.4 The effectiveness of a force relates to how it carries out its responsibilities, including cutting crime, protecting the vulnerable, tackling anti-social behaviour, and dealing with emergencies and other calls for service.
- 6.5 Efficiency relates to the value for money of the service provided.
- 6.6 Legitimacy relates to whether the force operates fairly, ethically and within the law.
- 6.7 Forces may receive one or more recommendations associated with a cause of concern (a serious failing in policy or practice), and/or areas for improvement (a less serious failing in policy or practice).
- 6.8 The force may also receive announced or unannounced thematic inspections from HMICFRS and other criminal justice inspectorates.

7. Force Management Statement (FMS)

- 7.1 2018 was the first year in which police forces had to produce a Force Management Statement. These are the chief constable's statement and explanation of:
- the demand the force expects to face in the next four years;
 - how the force will change and improve the condition, capacity, capability, serviceability, performance and security of supply of its workforce and other assets to cope with that demand;
 - how the force will improve to make sure the gap between future demand and future capability is as small as it can be; and
 - the money the force expects to have to do all this.
- 7.2 Force Management Statements are provided to HMICFRS for the purposes of both pre-inspection information gathering and, as evidence during inspections. They support and guide the integrated PEEL assessment, thematic inspections, and monitoring of force performance.
- 7.3 The development of the FMS is an annual process to ensure it remains relevant and up to date and reflects changing circumstances and events. It starts with

the publication of the FMS guidance by HMICFRS following their review of all forces FMS documents for the previous year. This guidance should be circulated before the end of the current year with publication of the FMS by May the following year.

- 7.4 Publication of the FMS 2 guidance was delayed and was released in during January 2019. We did however commence our planning processes based upon the initial guidance in anticipation that it would not change significantly. This approach means we are now well advanced with our development of the revised FMS and remain ahead of the scheduled timeframe.
- 7.5 The process to develop the FMS will follow the format used last year. Each business area produces business plans, to a consistent format and these documents then provide the foundation for the FMS. Additional information is then added around case studies, notable practice, demand data, forecasting and finance. The deadline for completion of the business plans is the end of February 2019.
- 7.6 Upon completion of all plans, a strategic demand analysis is completed, resulting in a heat map. This provides a visual representation of those areas that have the greatest gaps in their capacity and capability gaps. This methodology was designed by Bedfordshire and was used across Beds, Cambs and Herts in FMS 1. It has, in the latest HMIC guidance, been highlighted as best practice and a recommendation made that all forces now adopt this approach for FMS 2.
- 7.8 We intend to complete the FMS 2 by the end of April to allow for appropriate sign off by the Chief Constable, prior to publication.
- 7.9 HMICFRS do not dictate whether forces should make their FMS publically available but we have taken the decision, similar to a number of other forces to publish a redacted version of the document on our website.

BIBLIOGRAPHY

| | |
|-------------------------|---|
| Source Documents | https://www.justiceinspectores.gov.uk/hmicfrs/publications/ |
| Contact Officer | T/Superintendent Mike Hills |