



**Lancashire  
Constabulary**  
police and communities together

<b>REPORT TO : STRATEGIC SCRUTINY MEETING</b>
<b>DATE : 5 JANUARY 2017</b>
<b>REPORT BY: SUPT ASHTON</b>
<b>TITLE: HMIC RECOMMENDATIONS UPDATE</b>

**1. Summary**

- 1.1 The purpose of the report is to provide an update to the Commissioner in respect of the Constabulary’s progress against outstanding HMIC recommendations and to advise of the future governance process for tracking and monitoring HMIC related learning.

**2. Decision Required**

- 2.1 The Commissioner is requested to note the report.

**3. Information**

As part of their review regime, the HMIC publish “areas for improvement” or “recommendations” following inspections carried out on forces. Whilst some of these points will be relevant to the inspected force only, HMIC will often broaden the scope of the recommendation to apply to all forces. This has led to a substantial list of recommendations developing and the current status of forces against them being uncertain.

To better administer this list, HMIC are in the process of developing an online register for all National and Force Recommendations. The register is due to go live at the end of December 2016. There will be two levels of access; a public facing view and a stakeholder view that will include more detail

The public view will display less information as to forces’ status, rather graphics representing how many recommendations forces have, what they are and what their current status is. This online register will be publically available via the HMIC website

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and is due to go live in the New Year. Further information regarding the register will be obtained through a Force SPOC meeting on 13<sup>th</sup> December 2016.

The stakeholder view will be accessible to all forces; HMIC will be providing a password to allow access which will be retained by the Force Liaison Officer, in Lancashire's case Christine Wilkinson.

When recommendations or areas for improvement are issued by the HMIC, one of the following status will need to be recorded against each one:-

Completed

No further action needed

Will not be progressed

Being progressed

Will be progressed

Awaiting review

Forces will be able to see all force specific recommendations and nationwide recommendations (i.e. recommendations from thematic, national reports which apply to all 43 forces).

Forces will be able to filter search by dates, status and themes. There will also be links from each recommendation to the inspection report from which it originates. This will enable better navigation, cross referencing and providing of further context when required. .

Recommendations which apply to national bodies such as the NPCC and College of Policing will be added to the register at a later date and I will keep you updated with the progress of this work.

HMIC will update recommendations as reports are published. From early 2017 Force Liaison leads will review with their forces the progress of all recommendations falling within the following status; "being progressed", "will be progressed" and "awaiting review".

The current position in Lancashire is as follows;

- 81 National recommendations
- 17 Awaiting review via HMIC Force Lead
- 17 Being progressed with business areas
- 47 Complete
  
- 230 specific to Lancashire
- 3 Awaiting review via HMIC Force Lead
- 63 Being Progressed with business areas
- 77 Complete
- 87 No further action required

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In order to ensure clear ownership, accountability and corporate governance for all recommendations a revised approach to managing the outcomes of HMIC Inspection is being developed, it will be presented to Strategic Management Board for approval in January 2017.

Effectively the recommendations register referred to above will be a standing item on the Tactical and Strategic Management boards. Prior to its inclusion all outstanding items will be reviewed by a Chief Officer lead and their status confirmed. Equally, the risk associated with Lancashire's current position or failing to improve our status will be assessed.

In the case of a high risk or high impact recommendation or series of recommendations, such as the Custody Inspection for example, the Chief Officer will appoint a senior strategic lead responsible for developing an action plan with clear objectives and time frame to achieve an agreed level of compliance. In addition to periodic check-points with the COG lead, the strategic lead will be expected to report on progress at TMB/SMB or both if required.

In the case of the recent Custody Inspection this process has been introduced. ACC Jacques is the COG lead and Supt Puttock [HQ-Ops] has been appointed as the strategic lead and action plan owner. Supt Puttock has provided a distinct briefing to the PCC in respect of the Inspection, the recommendations and action being taken to address them so that the quality of service provided is appropriate and will stand scrutiny in the future.

It is anticipated that only the most significant recommendations are dealt with in the manner described above. Often, the points raised can be dealt with by relatively minor changes to systems or processes. Nonetheless, it is imperative that the Constabulary continues to monitor progress of **all** recommendations and has an auditable decision making process as to the status recorded against each. Placing this process as a main pillar of BMM process will achieve improvements and embed organisational learning.

The Recommendation Register will be shared and discussed with the PCC regularly and it is suggested could be a standing item within the Strategic Scrutiny process.

### **Quality Assurance Model – approved at SMB in September 2016**

To support and evaluate the work described above and help inform a fresh approach to performance review an internal reality testing program is being developed.

Currently, HMIC assess the force under the pillars of Efficiency, Effectiveness and Legitimacy during their Spring and Autumn inspections. These are complemented by additional targeted inspections that focus in greater detail on distinct areas of business; Crime Data Integrity, Custody, Stalking & Harassment, Stop and Search etc. During recent cycles the inspectorate has adapted its approach, much of their evidence base is now gained through qualitative data gathered during on the ground reality testing with staff.

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This has clearly proven to be a very effective tool for the inspectors and provides a real insight into the current levels of understanding and implementation of policy and procedure amongst front-line staff.

By adopting a similar approach to our internal review process will add balance, context and a qualitative element to our performance framework and will better prepare us for inspection.

A revised Quality Assurance approach would also provide a body of good practice that can be shared across BCUs and departments to support our desire of being a more sophisticated learning organisation. Our aim should be for leaders and staff to embrace the review process and see it as a mechanism to “learn and improve” rather than “defend and explain” as perhaps it had become in the past.

A qualitative self-inspection methodology adopting evidence-based research principles will be established. The program will look 18 months hence to identify key dates and aspects of external inspection the force may expect. This scoping exercise will allow the internal QA model (QAM) to be tailored to pre-empt such inspections and ensure our organisational learning can be maximised. In addition to themes within the PEEL framework, enduring issues and concerns raised through OPCC scrutiny, Police and Crime Plan, Audit and Ethics committee, SMB and COG initiated Areas Of Interest [AOIs] will also be woven into the QAM methodology.

It is proposed the QAM is delivered by a team of internal subject matter experts who will be identified through expressions of interest. This will not be a full-time post, but an abstraction for a maximum of two week per year. The development of methodology, coordination of research, field testing and recruitment of the wider team will be the responsibility of the Head of Corporate Development and the Force Liaison Officer; as will the mapping out the program for the next two years, developing a methodology and question set along with an agreed reporting mechanism. Potentially, some external expertise may be recruited to assist in this on a casual basis and at minimal cost; the finance for this has been identified.

The QA methodology will vary according to the area being reviewed but will range from direct observation, participant observation, document analysis, one to one interviews to focus groups and surveys.

The QAM will report through an agreed Chief Officer reporting mechanism, BMM, PDR and QPR processes and align with our four key organisational transformation enablers; Leadership, Partnership, Culture and Technology.

#### **4 Implications**

4.1 The implications are as set out in the report.

#### **5 Links to Police & Crime Plan**

5.1 Key aspects of the PCP and how they translate into front-line activity will be measured by QAM.

#### **6 Reasons why Restricted**

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6.1 N/A

## **7 Background Documents**

7.1 Draft Recommendation Register (Appendix A)

## **8 Contact for Further Information**

8.1 Supt Ashton