

Ladders of support and intervention

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PPSG terms of reference

- Monitor and assess police performance at Police Authority/Force and BCU level
- Review each Police Authority/Force and BCU highlighted to PSGP
- * * *
- Examine issues of strategic relevance to police performance, such as cross border issues or impact of economic downturn on crime
- Provide a coherent view of national issues to national bodies such as NPB, NCRB

Who is involved?

- HMIC (Chair)
- Home Office
- ACPO
- APA
- Audit Commission
- NPIA
- PMDU
- HMT

Why are HMIC monitoring performance?

- Not solely about targets
- It is a risk based approach – risk/harm to public
- Spread good practice

How are PSGP monitoring forces/performance?

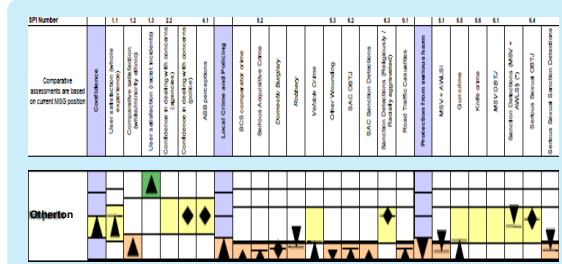
Rounded assessment domains

- Confidence and satisfaction
- Local Crime and Policing
- Protection from Serious Harm
- Value for Money

Banding analysis

- Comparison with MSG
- Trends – getting significantly better or not
- HMI assessment

PPSG Banning analysis indicators



Use of indicators – health warnings

1. *“Everything that can be counted does not necessarily count; everything that counts cannot necessarily be counted”.*
Albert Einstein

2. Indicators raise questions:

- what are the reasons for difference
- need to be used with care
- judgements from HMI assessment

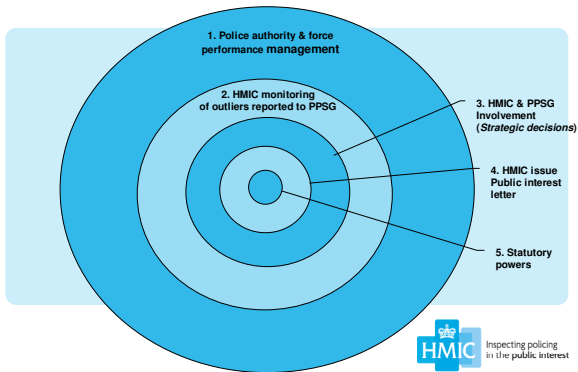
Important to make the right decision

two ways to get it right, and two ways to get it wrong!

	Something wrong	Nothing wrong
Take Action	Correct decision	Error of Commission
No action	Error of omission	Correct decision

The process – five stages

Support from NPIA or others at any stage



How does this fit with Ladders of support and intervention? General approach

Stage 1: Local monitoring and performance management.
 Police authorities hold CC to account

Stage 2: HMIC and PPSG monitoring

Entry criteria:

- Outlier on banding analysis - Force/Authority made aware

Exit criteria:

- no underlying management issues (false positive)
- evidence of improvement over 3 months (indicators)

Stage 3: HMIC & PPSG involvement:

Entry criteria:

Little evidence of sufficient & sustainable improvement within 3 month period (effective remedial action or indicators), then HMIC review.

Results reported to PPSG alongside Authority/Force action plan:

- Key milestones & each quarter report to PPSG
- Public interest letter issue considered each quarterly report

Exit criteria:

- Planned improvements delivered

Stage 4 & 5: HMIC issues Public interest letter and Statutory Powers

Stage 4:

Entry criteria: Planned improvement not delivered

PIL issued to Authority Chair and Chief Constable & will specify:

- Key concerns which require immediate attention
- Period within which HMIC expect to see improvement

Exit criteria: HMIC PIL requirement met

Stage 5: If agreed period expires with no improvement HMIC will refer the force authority/ to the Home Secretary