



To: Business Coordination Board

From: Chief Constable

Date: 16 December 2015

**HER MAJESTY'S INSPECTORATE OF CONSTABULARY – 'PEEL: POLICE EFFICIENCY 2015'
REPORT**

1. Purpose

1.1 The purpose of this paper is to update the Business Coordination Board ("the Board") with the findings of Her Majesty's Inspectorate of Constabulary's (HMIC) Report 'PEEL – Police Efficiency – Cambridgeshire Constabulary'. This report will enable the Cambridgeshire Police and Crime Commissioner ("the Commissioner") to fulfil his statutory duty under Section 55 of the Police Act 1996 to comment on the HMIC report and send published comments to the Home Secretary, with a copy to HMIC.

2. Recommendation

2.1 The Board is invited to note the contents of the report.

3. Background

3.1 HMIC undertook their Efficiency Inspection of Cambridgeshire Constabulary ("the Constabulary") in June 2015. HMIC's report 'PEEL: Police Efficiency 2015 – Cambridgeshire Constabulary' was published on 20 October 2015.

3.2 The fieldwork for the inspection was assessed under the efficiency pillar of HMIC's Police Effectiveness, Efficiency and Legitimacy (PEEL) programme. HMIC use the evidence from the fieldwork, along with data provided by the Constabulary, to produce an assessment of how police forces are performing, using a graded judgment of 'Outstanding', 'Good', 'Requires improvement' or 'Inadequate'.

4. Cambridgeshire Constabulary Findings

4.1 The Efficiency report rated the Constabulary as 'good' overall, as well as 'good' in all three areas inspected:

- using resources to meet demand,
- the sustainability and affordability of the workforce model, and
- the sustainability of the force's financial position, short and long term. No recommendations were made within the report.

4.2 Key findings, by HMIC, to the question: '**How well does the Constabulary use its resources to meet its demand?**' were that:

- The Constabulary uses its resources well to meet the public demand on its services, and works hard to understand the most pressing threats and risks on its services and prioritises how it uses resources in order to protect people and fight crime.
- Performance is well managed - with the victim satisfaction rate with police services in Cambridgeshire above average for England and Wales.
- The collaboration programme – with Bedfordshire and Hertfordshire - has enabled new ways of working through information technology, improving efficiency and transforming the way services are provided to the public.
- The Constabulary works closely with the Police and Crime Commissioner, and resources are directed to priorities in the Police and Crime Plan.

4.3 Key findings to the question: '**How sustainable and affordable is the workforce model?**' were that:

- The current workforce model aligns to the demands on policing services, and meets financial and organisational requirements.
- The constabulary has made efficiencies through a substantial reduction of senior ranks following the introduction of the new police operating model in 2012. This has protected the front line and brought police and local authority partners closer together, further increasing the opportunities for joint working.
- The Constabulary is planning for smaller than average cuts in police officer numbers over the next four years and anticipates that the current operating model will continue to be sustainable because of the added efficiencies from both extending collaboration and using technology to make best use of police resources.

4.4 Key findings to the question: '**How sustainable is the force's financial position for the short and long term?**' were that:

- The Constabulary has a good track record in achieving savings while protecting frontline policing. It achieved its savings requirement and balanced the budget for the spending review period.

- The Constabulary has reduced spending by £19.8m since the start of the spending review - with below average cuts in police officer numbers - and has actively explored ways to improve efficiency in order to limit the impact of budget cuts on services.
- Plans for future savings are mostly well developed and the force is able to use its reserves to cover any funding gaps in the short term.

5. Areas for Development

- 5.1 Whilst the report did not identify specific areas for improvement, or make any recommendations for the Constabulary, a number of areas for development for the Constabulary have been jointly identified, which will be progressed through the Constabulary's strategic planning process.
- 5.2 HMIC found that whilst the Constabulary has carried out a comprehensive assessment of the principal threats and risks across the county, and has improved its understanding of the current demands on its services, the Constabulary does not yet have a full understanding of all areas of current demand, particularly demand generated by other public sector organisations. While it has some long-term projections of demand, there is a potential medium-term gap in its assessment, which is likely to impact on its ability to develop the skills and capability of its workforce over the next spending review period.
- 5.3 Inspectors felt that there had been little work done to understand systematically the relationship between costs and results of routine police activities, which meant that it was difficult for the Constabulary to be certain that its services are providing value for money.

6. Response to the HMIC Report

- 6.1 The identified areas of development will be considered as part of the Constabulary's strategic planning process, which is considering the Constabulary's resourcing and capacity in the short and medium term.
- 6.2 The strategic planning work currently being undertaken will consider demand against resources, current workforce deployment and activity, and more effective engagement with partners to jointly reduce demand.

7. Recommendation

- 7.1 The Board is invited to note the contents of the report.

BIBLIOGRAPHY

Source Document	HMIC Report ' <i>PEEL: Police Efficiency – Cambridgeshire Constabulary</i> ' http://www.justiceinspectors.gov.uk/hmic/wp-content/uploads/cambridgeshire-police-efficiency-2015.pdf
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