



Creating a safer
Cambridgeshire

To: Joint Audit Committee
From: Chief Inspector Paul Ormerod
Date: 23 March 2016

Published HMIC Inspection Reports - Cambridgeshire Constabulary

1. Recommendations

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

2. Purpose of Paper

2.1. This paper provides an update on outstanding recommendations from a number of inspections of Cambridgeshire Constabulary, and actions taken in response to these.

3. Cambridgeshire Inspections and Reports in 2015-16

3.1. The following inspections of Cambridgeshire were undertaken by HMIC as part of the PEEL programme in 2015:

Inspection	Date of Inspection	Report Publication Date
Efficiency	June 2015	20 October 2015
Vulnerability	July 2015	15 December 2015
Legitimacy	Conducted within the Efficiency and Effectiveness Inspections	8 February 2016
Effectiveness	October 2015	15 February 2016
Leadership and HMIC Assessment	Assessed throughout the PEEL inspection process	25 February 2016

- 3.2. Introduced in 2014, PEEL is the programme in which HMIC draws together evidence from its annual all-force inspections to assess and grade the efficiency, effectiveness and legitimacy of individual forces
- 3.3. The **effectiveness** of a force is assessed in relation 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.
- 3.4. Its **efficiency** is assessed in relation to how it provides value for money.
- 3.5. Its **legitimacy** is assessed in relation to whether the force operates fairly, ethically and within the law.
- 3.6. The Vulnerability inspection contributed towards the Effectiveness grading of the Constabulary, with a separate grading for 'How effective is the Force at protecting from harm those who are vulnerable, and supporting victims?' within this.

4. **Cambridgeshire Reports and Gradings**

4.1. **Efficiency**

- 4.1.1. 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. **Effectiveness**

- 4.2.1. The Effectiveness report rated the Constabulary as 'Requires Improvement' overall, with two of the four areas inspected being graded as 'Good':

- How effective is the Force at preventing crime and anti-social behaviour, and keeping people safe? and
- How effective is the Force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?

- 4.2.2. The areas:

- How effective is the Force at investigating crime and managing offenders? and
- How effective is the Force at protecting from harm those who are vulnerable, and supporting victims?

were graded as 'Requires Improvement' by HMIC, and areas for improvement identified within the Effectiveness inspection report are being worked on by the Constabulary, as outlined in Appendix A.

4.3. **Legitimacy**

4.3.1. The Legitimacy report rated the Constabulary as 'Good' overall, as well as 'Good' in two of the three areas inspected:

- To what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture? and
- How well does the Force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy?

4.3.2. In the area:

- To what extent are decisions taken on the use of stop & search and Taser fair and appropriate?

HMIC graded the Constabulary as 'Requires Improvement'.

4.4. **Leadership and Overall Commentary**

4.4.1. A commentary of the findings of the HMIC Leadership inspection of the Constabulary, along with a commentary on the HMIC's overall assessment of the Constabulary, will be published on the HMIC website on 25th February 2016.

4.4.2. There will be no gradings for Leadership, or for the Constabulary's overall performance, by the HMIC in 2016.

5. **HMIC Recommendations and Areas for Improvement Identified**

5.1. One Cause for Concern leading to a Recommendation, and seven Areas for Improvement, were identified as a result of the HMIC PEEL inspections of the Force in 2015. These are outlined in the table at Appendix A.

6. **Recommendations**

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

Appendix A – Recommendations and Areas for Improvement Identified from PEEL Inspections

No.	Recommendation	Cams Lead	Action Taken
R1	<p><u>Vulnerability</u> The Constabulary should immediately take steps to improve its response in the following areas:</p> <ul style="list-style-type: none"> • the use of body-worn video cameras by officers attending incidents of domestic abuse; • the use of voluntary attendance at police stations for perpetrators of domestic abuse and in cases of breaches of orders; • the use of domestic violence protection orders to safeguard victims; and • the capacity within the domestic abuse investigation unit to provide an effective service. 	D/Supt Chris Mead	The Chief Constable has set out a clear expectation that when attending a domestic incident, body worn video will be worn and switched on, unless there are good reasons not to. A default position in domestic abuse cases has also been set, that offenders should be arrested – with voluntary interviews only considered where arrest is not appropriate. The use of DVPOs to safeguard victims has been reviewed, and in January 2016 legal advice was sought in relation to 3 DVPOs (compared to 4 for the whole of 2014-15). Capacity with DAISU is currently under review by PPD.
No.	Area for Improvement	Cams Lead	Action Taken
AFI1	<p><u>Vulnerability</u> The Constabulary should improve its compliance with its duties under the code of practice for victims of crime specifically in relation to victim personal statements.</p>	D/Supt Kevin Vanterpool	Around 140 case files (anticipated Not Guilty pleas and file upgrades) are dip-sampled monthly to check compliance with the Code of Practice. Over the last 4 months 100% of files have complied with requirements for Victim Personal Statements, and compliance over the last 12 months is over 90%. A bespoke VPS template has now been produced, which focusses on best evidence and areas to cover within the statement.
AFI2	<p><u>Effectiveness</u> The Constabulary should use evidence of ‘what works’ drawn from other forces, academics and partners to continually improve its approach to the prevention of crime and anti-social behaviour. There needs to be routine evaluation of tactics and sharing of effective practice.</p>	D/Supt Kevin Vanterpool	From April 2015 an Operational Review Panel has been in place, which is responsible for identifying organisational learning across all areas of the Constabulary (as well as JPS and external partners / agencies) and taking appropriate action / disseminating learning across the organisation. This

			<p>specifically includes good practice as well as organisational learning necessitating remedial action.</p> <p>Insp Paul Rogerson is also currently working on a SolutionShare platform, which has been developed in partnership with Black Marble. This sits within Nimbus and will be accessible to all staff.</p> <p>Solutionshare will display intelligent search results based on location and problem types. Content will be produced by OICs and local problem solvers. The platform will facilitate sharing of best practice not limited to subject type. The Solutionshare site is awaiting further technical development overseen by the Project Metis work stream.</p>
AFI3	<p><u>Effectiveness</u></p> <p>The Constabulary should ensure that there is regular and active supervision of investigations to check quality and progress.</p>	D/Supt Kevin Vanterpool	Under review by Crime & Operations Support. Update to be provided to the Operational Review Panel – March 2016.
AFI4	<p><u>Effectiveness</u></p> <p>The Constabulary should improve its ability to retrieve digital evidence from mobile phones, computers and other electronic devices quickly enough to ensure that investigations are not delayed.</p>	D/Supt Kevin Vanterpool	Under review by Crime & Operations Support. Update to be provided to the Operational Review Panel – March 2016.
AFI5	<p><u>Effectiveness</u></p> <p>The Constabulary should improve the awareness of organised crime groups among neighbourhood teams to ensure that they can reliably identify these groups, collect intelligence and disrupt their activity.</p>	D/Supt Nick Knight	<p>Designated SPOCs have now been established in local policing areas to ensure effective information sharing, tasking and awareness raising between the CIB and neighbourhood teams.</p> <p>Management of local OCGs now sits with districts as appropriate.</p>

AFI6	<p><u>Legitimacy</u> The Constabulary should ensure that officers understand the features of the Best Use of Stop and Search scheme and how to apply the NDM (including the Code of Ethics) when using the power.</p>	Supt Jon Hutchinson	<p>The national College of Policing stop search training package is still awaited. Pending this training for frontline officers in Cambridgeshire is taking place at a district/departamental level, and being delivered by the SMT in each area. This package covers unconscious bias, and directly links the use of stop search to NDM and the Code of Ethics.</p>
AFI7	<p><u>Legitimacy</u> The Force should comply with the Best Use of Stop and Search scheme in relation to: recording and publishing outcomes; the community complaints trigger; and monitoring the impact of stop and search on young people and black, Asian and minority ethnic groups.</p>	Supt Jon Hutchinson	<p>A Gold Group, chaired by the ACC has been established to progress compliance with BUSS, with representation from all operational departments, Learning & Development, Corporate Comms and Corporate Performance. This group is also responsible for governance and scrutiny around the legitimacy of the use of stop search by the Constabulary. The latest version of TuServ, which will enable compliance around the publication of stop search locations, is due to be piloted on 09/04/16. An interim paper solution is being looked into by C/Insp Ford (Stop Search Tactical Lead) and CPD Head of Performance.</p>