



To: Business Coordination Board

From: Chief Constable

Date: 30 March 2016

**HER MAJESTY'S INSPECTORATE OF CONSTABULARY – 'PEEL: POLICE EFFECTIVENESS 2015'
REPORT ON CAMBRIDGESHIRE CONSTABULARY**

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 Effectiveness 2015 – 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 Effectiveness Inspection of Cambridgeshire Constabulary ("the Constabulary") in October 2015. HMIC's report 'PEEL: Police Effectiveness 2015 (Vulnerability) – Cambridgeshire Constabulary' was published on 18th February 2016.

3.2 An inspection of the Constabulary's response to vulnerability – which formed part of the overall Effectiveness inspection – was conducted in July 2015. HMIC's report 'PEEL: Police Effectiveness 2015 (Vulnerability) – Cambridgeshire Constabulary' was published on 15th December 2015, and has been the subject of a previous paper presented to the Board.

3.3 As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC assessed the effectiveness of Cambridgeshire Constabulary through four core questions:

1. How effective is the force at preventing crime and anti-social behaviour, and keeping people safe?
2. How effective is the force at investigating crime and managing offenders?
3. How effective is the force at protecting those who are vulnerable from harm and supporting victims?
4. How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?

4. Cambridgeshire Constabulary Findings

4.1 HMIC found that the Constabulary is good at preventing crime and anti-social behaviour. It is also good at tackling serious and organised crime. However, it needs to improve how it manages offenders and investigates crime. As part of this inspection into police effectiveness, in December 2015 HMIC published a separate report, which judged the Constabulary's approach to protecting those who are vulnerable to 'require improvement'.

4.2 Overall, the Constabulary's effectiveness at keeping people safe and reducing crime is judged by HMIC to 'require improvement'.

4.3 Key findings, by HMIC, to the question: '**How effective is the force at preventing crime and anti-social behaviour and keeping people safer?**' were that:

- The Constabulary's overall plan for reducing crime demonstrates a strong commitment to crime and anti-social behaviour prevention and keeping people safe.
- While anti-social behaviour is no longer included in the Constabulary's key 2015-16 strategic risk assessment priorities, it remains an area of significant focus for the Constabulary.
- The prevention of crime, anti-social behaviour and keeping people safe is understood across the Constabulary and is reflected in day-to-day activity.
- The Constabulary effectively allocates officers and staff in neighbourhoods to prevent crime and anti-social behaviour and keep people safe by ensuring that every area has a visible and accessible safer neighbourhood team with sufficient capacity to carry out preventative work and respond to local concerns.
- Safer Neighbourhood Teams use a broad range of tactics to prevent crime and antisocial behaviour and keep people safe including anti-social behaviour powers, disruptive tactics, advice and equipment (CCTV, crime prevention officers, neighbourhood alert), and some restorative justice solutions to tackle offending behaviour, reduce offending opportunities and improve victim satisfaction.

- The Constabulary recognises that prevention activity is most effective when undertaken jointly with partner organisations, and it invests significant time and energy in doing so.

4.4 Key findings to the question: **‘How effective is the force at investigating crime and managing offenders?’** were that:

- The Constabulary has a clearly defined crime allocation process that is understood by call takers and officers alike.
- There is room for improvement in the way the Constabulary investigates different types of crime.
- There is a backlog for computer digital forensic recovery and while serious cases are prioritised, HMIC found the general prioritisation process is inefficient and needs to be streamlined. The Constabulary is aware of this and has invested in a new computer system to support this process which it expects will bring the required improvements.
- There is a good level of capacity and access to forensic and specialist support for crime investigation both from within the constabulary and from the collaborated units.
- The Constabulary needs to do more to improve ‘follow-up’ in terms of victim updates provided by investigating officers.
- The Constabulary effectively identifies and works well to keep vulnerable offenders out of the criminal justice system, where appropriate, to prevent further offending.
- Systems and processes to identify repeat and prolific offenders are effective and well-established in the Constabulary. The integrated offender management (IOM) teams have had significant success in terms of reducing offending and rehabilitation.
- The Constabulary needs to improve its performance in finding and arresting outstanding suspects.
- The Constabulary has effective processes for identifying and monitoring sexual offenders.

4.5 The question: **‘How effective is the force at protecting those who are vulnerable from harm and supporting victims?’** was inspected by HMIC in July 2015 and a full report published in December 2015, which has been reported on to the Board.

4.6 Key findings to the question: **‘How effective is the force at tackling serious and organised crime, including its arrangements for fulfilling its national policing responsibilities?’** were that:

- The Constabulary is good at assessing the threat posed by serious and organised crime to its communities.
- A well-established governance structure is in place for overseeing the Constabulary’s response to serious and organised crime, and the Constabulary has a well co-ordinated and effective method for managing Organised Crime Groups (OCGs). It understands which of its OCGs are the

most harmful and prioritises these for intervention, and there is good alignment of activity with national and regional priorities.

- The Constabulary is working well with local and national partner organisations and other forces in the region to prevent serious and organised crime, although there is room for improvement in the way the Constabulary currently shares information.
- There are clear governance arrangements in place to ensure that the Constabulary can fulfil its national policing responsibilities.
- There are good procedures in place which enable Cambridgeshire to test its preparedness for responding to national threats specified within the Strategic Policing Requirement (SPR).

5. HMIC Recommendations

5.1 No causes for concern or formal recommendations were identified in this report. However an earlier recommendation was made within the 'PEEL: Police Effectiveness 2015 (Vulnerability)' report, which is included within Appendix A.

6. Areas for Improvement

6.1 As areas for improvement, HMIC identified within the report that:

- 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 should be routine evaluation of tactics and sharing of effective practice.
- The Constabulary should ensure that there is regular and active supervision of investigations to check quality and progress.
- 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
- 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.

7. Response to the HMIC Report

7.1 The report, and the areas for improvement identified within the report, have been noted and accepted by the Constabulary.

7.2 An action plan in line with the areas for improvement is being progressed by the Constabulary through relevant professional leads. Progress against this action plan will be monitored by the Constabulary's Operational Review Panel, and by the OPCC through update reports to the Board.

7.3 The Recommendations and Areas for Improvement identified within the 'PEEL: Police Effectiveness 2015 (Vulnerability)' and 'PEEL: Police Effectiveness 2015' reports for the

Constabulary, along with details of immediate action taken to respond to these, is outlined at Appendix A.

8. Recommendation

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

BIBLIOGRAPHY

Source Document	HMIC Report ' <i>PEEL: Police Effectiveness 2015 – Cambridgeshire Constabulary</i> ' https://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/police-effectiveness-2015-cambridgeshire.pdf
Contact Officer	Chief Inspector Paul Ormerod, Corporate Development Directorate, Cambridgeshire Constabulary

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

No.	Recommendation	Cambs Lead	Action Taken
R1	<p><u>Vulnerability</u></p> <p>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	<p>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. The Body Worn Video hardware has been purchased and a roll out program is in train.</p> <p>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.</p> <p>The use of DVPOs to safeguard victims has been reviewed, and there has been an increase in the use of DVPO.</p> <p>A resource review has resulted in flexing further resource to support the vulnerability agenda..</p>
No.	Area for Improvement	Cambs Lead	Action Taken
AFI1	<p><u>Vulnerability</u></p> <p>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	<p>Around 140 case files (anticipated Not Guilty pleas and file upgrades) are dip-sampled monthly to check compliance with the Code of Practice.</p>

			<p>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%.</p> <p>A bespoke VPS template has now been produced, which focusses on best evidence and areas to cover within the statement.</p>
AFI2	<p><u>Effectiveness</u></p> <p>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	<p>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. The Head of Assurance and Standards is identifying digital sharing solutions.</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	<p>A Crime Management Policy is in place, and workstreams have been established by the strategic lead. The Senior Detectives meeting provides the forum for delivery.</p> <p>A Victim and Witness Service Improvement Group (satisfaction and follow up), Case File Quality Group and Personal and Organisational Development Group (investigative skills) are mechanisms to lead improvement. These will address the skills, the quality and the service to victims which will improve the investigative process.</p>

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 Chris Mead	<p>A software solution is being devised and implemented, which will enhance the capacity for retrieval of digital evidence through more effective case management.</p>
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>