



**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 30 March 2016

**HER MAJESTY'S INSPECTORATE OF CONSTABULARY – 'PEEL: POLICE LEGITIMACY 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 Legitimacy 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 Throughout 2015, HMIC's PEEL legitimacy inspection programme assessed the culture within Cambridgeshire Constabulary and how this is reflected in the constabulary's public engagement, use of Taser and compliance with the Best Use of Stop and Search scheme. HMIC's report 'PEEL: Police Legitimacy 2015 – Cambridgeshire Constabulary' was published on 11th February 2016.

3.2 As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC assessed the overall legitimacy of the Constabulary at keeping people safe and reducing crime through three core questions:

1. To what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture?

2. How well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy?
3. To what extent are decisions taken on the use of stop and search and Taser fair and appropriate?

#### **4. Cambridgeshire Constabulary Findings**

4.1 In assessing the question: **'How legitimate is the force at keeping people safe and reducing crime?'** HMIC graded the Constabulary as 'Good'.

4.2 HMIC found that the extent to which practice and behaviour reinforced the wellbeing and staff and an ethical culture was 'Good'; and 'how well the Constabulary understands, engages with and treats fairly the people it serves to maintain and improve its legitimacy' was also graded as 'Good'. However 'the extent to which decisions taken on the use of stop and search and Taser are fair and appropriate' was deemed to 'require improvement'.

4.3 Key findings, by HMIC, to the question: **'To what extent does practice and behaviour reinforce the wellbeing of staff and an ethical culture?'** were that:

- In Cambridgeshire Constabulary, Chief Officers had set a clear vision and values for the organisation and staff supported these and felt that they were trusted to do the right things.
- The Constabulary had set out the 'RISK' priorities (Responding to local concerns; Investigate crime and protect the most vulnerable; Staff professionalism; and Keep people safe). Staff understood the priorities and they felt supported and trusted by senior officers.
- Staff were confident to challenge inappropriate behaviour at all levels and arrangements are in place to support staff who report misconduct.
- The Constabulary worked effectively to support the wellbeing of the workforce.
- There were different approaches to the initial assessment of how serious a misconduct allegation may be dealt with for police officers and police staff. This could lead to police staff being dealt with more harshly than police officers. However, the constabulary's Professional Standards Department planned to standardise approaches for police staff and police officers.

4.4 Key findings to the question: **'How well does the force understand, engage with and treat fairly the people it serves to maintain and improve its legitimacy?'** were that:

- Neighbourhood Policing Teams have a good understanding of their communities and work closely with them using a range of methods to engage them.
- The Constabulary values local people participating in policing activities and there is a wide range of neighbourhood watch schemes in place. The refreshed recruitment process for volunteers and the new structure to manage their contributions is positive.

- Neighbourhood Policing Teams demonstrate a positive attitude to working with their communities to gain an understanding of their concerns, the causes of these and the most effective way for them to be resolved.
- Call-handlers and front desk staff are polite, friendly and helpful.
- Officers and staff in Cambridgeshire Constabulary treat people with whom they come into contact with fairness and respect. There is a good understanding of the National Decision Model and how to apply it in daily policing duties.

4.5 Key findings to the question: **‘To what extent are decisions taken on the use of stop and search and Taser fair and appropriate?’** were that:

- Cambridgeshire Constabulary is not compliant with the Best Use of Stop and Search scheme, and more work is needed to ensure that officers understand the features of the Best Use of Stop and Search scheme and apply the National Decision Model, including the Code of Ethics, when using the power.
- The new Stop and Search Community Scrutiny Group is a positive step. However, more needs to be done to ensure that the views of young people are captured, including those from within black, Asian and minority ethnic (BAME) communities.
- In Cambridgeshire, Taser is used by officers trained to the right standard with a good understanding of the National Decision Model. However, it has comparatively low numbers of Taser-trained officers compared to other similar forces. The constabulary should consider whether the current number of Taser officers and their deployment pattern reflects current demand, to ensure this tactic is available to improve the safety of the public and officers.
- Taser deployment and use in the Constabulary is the subject of effective oversight and its use is fair and appropriate.

## 5. HMIC Recommendations

5.1 No causes for concern or formal recommendations were made in the report.

## 6. Areas for Improvement

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

- The Constabulary should ensure that officers understand the features of the Best Use of Stop and Search scheme and how to apply the National Decision Model (NDM) (including the Code of Ethics) when using the power.
- Of the records reviewed that did not have reasonable grounds recorded, all had been endorsed by a supervisor. The Constabulary should ensure the processes for recording reasonable grounds are understood by both officers and those supervising them.
- The Constabulary should put in place an action plan setting out how it will comply with all the features of Best Use of Stop and Search scheme. HMIC will

revisit the constabulary within six months to determine what improvements have been made.

## **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 As an immediate response to the issues identified in the report, a Gold Group, chaired by the Assistant Chief Constable, has been established to progress compliance with the Best Use of Stop Search scheme, with representation from all operational departments, Learning & Development, Corporate Communications and Corporate Performance. This group is also responsible for governance and scrutiny around the legitimacy of the use of stop search by the Constabulary.
- 7.3 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 and departmental level, and being delivered by the Senior Management Team in each area. This package covers unconscious bias, and directly links the use of stop search to the National Decision Model (NDM) and the Code of Ethics. Local Policing Areas and departments are also monitoring every stop search interaction and assessing the quality of decision making by each officer in line with the NDM.
- 7.4 The Tri Force Learning and Development Department is working closely with those Forces that were part of the training package pilot, and is developing a suite of training tools (videos, e-learning and face-to-face) that will complement the product from the College of Policing.
- 7.5 A stop search function of TuServ (IT software utilised by officers on patrol) will enable compliance around the publication of stop search locations, and an interim solution on existing systems has been implemented.
- 7.6 Stops searches are monitored both internally and externally. Internal scrutiny has been enhanced by ensuring that every Area Senior Management Team has access to all stop search records, along with details of outcomes and proportionality of stop search within their area. This is then governed through area performance meetings.
- 7.7 The Stop Search Community Scrutiny Group provides external scrutiny and had its initial meeting on 10<sup>th</sup> March 2016, with 30 people in attendance. There was a broad range of backgrounds, ages, faiths and ethnicities present, and the Group finalised and agreed the criteria under which the Community Complaints Trigger would be met.
- 7.8 Progress against these areas for improvement will continue to be monitored by the Constabulary's Operational Review Panel, as well as the Stop Search Gold Group. Progress will also be monitored by the OPCC through update reports to the Board.

## **8. Recommendation**

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

## BIBLIOGRAPHY

<b>Source Document</b>	HMIC Report ' <i>PEEL: Police Legitimacy 2015 – Cambridgeshire Constabulary</i> ' <a href="https://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/peel-police-legitimacy-2015-cambridgeshire.pdf">https://www.justiceinspectorates.gov.uk/hmic/wp-content/uploads/peel-police-legitimacy-2015-cambridgeshire.pdf</a>
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