



Creating a safer
Cambridgeshire

To: Business Coordination Board

From: Chief Constable

Date: 16 December 2016

HER MAJESTY'S INSPECTORATE OF CONSTABULARY – POLICE EFFECTIVENESS, EFFICIENCY AND LEGITIMACY INSPECTION FINDINGS 2016

1. Purpose

1.1 The purpose of this paper is to update the Business Coordination Board (“the Board”) on the findings of Her Majesty’s Inspectorate of Constabulary (HMIC) during the Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspections in 2016, and to provide assurance on the action being taken and the governance arrangements in place to monitor progress.

2. Recommendation

2.1 The Board is recommended to note the contents of this report.

3. Background

3.1 HMIC’s PEEL inspection is an annual assessment of police forces in England and Wales. Forces are assessed on their Effectiveness, Efficiency, Legitimacy and Leadership. Forces are judged as ‘outstanding’, ‘good’, ‘requires improvement’ or ‘inadequate’ for Effectiveness, Efficiency and Legitimacy, and a narrative judgment is provided for Leadership.

3.2 The effectiveness of a force relates 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.

3.3 Efficiency relates to the value for money of the service provided.

3.4 Legitimacy relates to whether the force operates fairly, ethically and within the law.

4. PEEL 2016

- 4.1 HMIC completed the Efficiency, Legitimacy and Leadership inspection fieldwork in May 2016 and completed the fieldwork for the Effectiveness inspection in September 2016.
- 4.2 HMIC's PEEL reports are, by their nature, comprehensive and contain a number of observations, findings, areas for improvement, causes of concern and recommendations.
- 4.3 Judgments are only available in the public domain post-publication of the report by HMIC. To date, the results are as follows.
 - I. Efficiency – 'Requires improvement'
 - II. Legitimacy – 'Good'
 - III. Leadership – Narrative judgment only.
 - IV. Effectiveness – Publication date to be confirmed(Early 2017)

5. Governance

- 5.1 The force's Corporate Development Department ensures that the force has a comprehensive understanding of the findings of the PEEL inspection, identifying any areas for improvement and recommendations, and instigating appropriate action to address these.
- 5.2 The force holds a monthly Organisational Improvement Group, chaired by the Head of Corporate Development, at which all strategic leads are present and asked to update on the action they have taken. Progress is documented in the recently acquired Action Monitoring Software (AMS). Full details of the areas for improvement and recommendations currently being addressed are given in Annex A.
- 5.3 There is also further scrutiny at chief officer level, through the DCC-chaired HMIC Gold Group, and Force Executive Board.

6. Other Inspections in 2016

- 6.1 The force is currently undergoing an unannounced Crime Data Integrity inspection (with an audit in November 2016 and fieldwork in January 2017), with the findings due for publication in May 2017.
- 6.2 Although the force will not be inspected during the Modern Slavery thematic inspection in 2017, the force will be providing a self-assessment in December 2016 to contribute to a national report on this topic.
- 6.3 HMIC has also recently published the 2016 Value for Money Report on Cambridgeshire.

7 Recommendation

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

BIBLIOGRAPHY

Source Documents	HMIC Reports: PEEL 2016 https://www.justiceinspectors.gov.uk/hmic/cambridgeshire/ VFM Profile https://www.justiceinspectors.gov.uk/hmic/our-work/value-for-money-inspections/value-for-money-profiles/
Contact Officer	Chief Inspector Mark Greenhalgh, Corporate Development Department, Cambridgeshire Constabulary

HMIC Efficiency Report

Section	Cambs
<p>Summary</p>	<p>Overall = REQUIRES IMPROVEMENT</p> <p>Cambridgeshire Constabulary needs to develop its understanding of its current and likely future demand on its services, ensuring that it has the capability to conduct effective analysis to identify information and intelligence from wider sources.</p> <p>Cambridgeshire Constabulary should develop its understanding of how much individual services cost and how effective they are to ensure efficiency and effectiveness is achieved through its collaborative work programme. This work should be completed as part of the work plan of the strategic alliance.</p> <p>Cambridgeshire Constabulary should develop its workforce plans to fully identify its future workforce capabilities and align its improved analysis of future demand and emerging priorities with this. This work should be completed as part of the work of the strategic alliance of three forces.</p>
<p>Understanding current and likely future demand</p>	<p>REQUIRES IMPROVEMENT</p> <p>Cambridgeshire Constabulary needs to develop its understanding of current and likely future demand, ensuring that it has analysed appropriate information and intelligence from a wider source.</p>
<p>Managing current demand</p>	<p>GOOD</p> <p>Cambridgeshire Constabulary should develop its understanding of how much individual services cost and how effective they are to ensure efficiency and effectiveness is achieved through its collaborative work programme. This work should be completed as part of the work plan of the strategic alliance.</p>
<p>Planning for demand in the future</p>	<p>REQUIRES IMPROVEMENT</p> <p>Cambridgeshire Constabulary should develop its workforce plans to identify fully its future workforce capabilities and align improved analysis of future demand and emerging priorities. This should ensure that the force has a comprehensive medium to long term plan to respond effectively and efficiently to future demand. This work should be completed as part of the strategic alliance partnership work.</p>

HMIC Legitimacy report

Section	Cambs
Summary	<p>Overall = GOOD</p> <p>The risks that HMIC identified in 2014; the lack of progression of the recommendations until recently, following the collapse of a court case, is a serious concern.</p> <p>Cambridgeshire Constabulary, together with the other forces in the strategic alliance, namely Bedfordshire Police and Hertfordshire Constabulary should:</p> <ol style="list-style-type: none"> 1. Improve the capacity and capability of PSD/ACU to ensure that it can implement the improvement plan. This plan aims to improve its preventative and proactive capability using its findings from its analysis and use of new technology to prioritise principal areas of risk. This includes improving understanding through effective profiling of officers and staff. 2. Ensure that it complies with the vetting national guidance and that it has the capacity for the Vetting Unit to effectively vet and re-vet officers and staff. 3. Improve communication about receiving gifts and hospitality, as well as declaring personal business interests and understanding the concept of notifiable associations. The force should also follow-up this work to check compliance where a breach has been identified. 4. Cambridgeshire Constabulary should review feedback from the public to ensure that it identifies issues that have the greatest impact on people’s perceptions of fair and respectful treatment. Feedback should be acted on appropriately and results communicated to the public. 5. Cambridgeshire Constabulary should improve the analysis and assessment of intelligence and improve guidance to its workforce regarding the sexual abuse of vulnerable victims. 6. Cambridgeshire Constabulary should ensure it provides effective training for its supervisors, including acting and temporary supervisors, in how to recognise and deal with wellbeing issues amongst their staff and that it has enough specialist Human Resources posts to provide support.
To what extent does the force treat all the people it serves with fairness and respect?	<p>GOOD</p> <ul style="list-style-type: none"> • Cambridgeshire Constabulary should review feedback from the public to ensure that it identifies issues that have the greatest impact on people’s perceptions of fair and respectful treatment. Where appropriate, feedback should be acted on and results

	<p>communicated to the public. Cambridgeshire Constabulary should ensure that it co-ordinates and analyses information from the public on how well it treats people with fairness and respect.</p> <ul style="list-style-type: none"> • Cambridgeshire Constabulary should consider how well it reviews all the information it receives to identify learning to improve its treatment of the public.
<p>How well does the force ensure that its workforce behaves ethically and lawfully?</p>	<p>REQUIRES IMPROVEMENT</p> <p>The risks that HMIC identified in 2014 and the lack of progress of the recommendations, until recently following the collapse of a court case, is of serious concern.</p> <p>The strategic alliance of the three forces should:</p> <ul style="list-style-type: none"> • review staffing levels within the PSD/ACU to ensure they have sufficient capacity and capability to manage work effectively to ensure that they can implement the improvement plan to build up the preventative and proactive capability using technology and analytical data to prioritise principal areas of risk. This includes improving understanding through effective profiling of officers and staff making sure that it complies with the vetting national guidance, and that it has the capacity for the Vetting Unit to effectively vet and re-vet officers and staff. • improve communication to officers and staff about what they must do when they receive gifts and hospitality, as well as declaring personal business interests and having an understanding of notifiable associations. They should make sure they follow-up this information to check compliance where a breach has been identified. • Cambridgeshire Constabulary should ensure it provides effective training for its supervisors, including acting and temporary supervisors, in how to recognise and deal with wellbeing issues amongst their staff and that it has enough specialist Human Resources posts to provide support. • Cambridgeshire Constabulary should improve the analysis and assessment of intelligence and improve guidance to its workforce regarding the sexual abuse of vulnerable victims.
<p>To what extent does the force treat its workforce with fairness and respect?</p>	<p>GOOD</p> <p>Cambridgeshire Constabulary should ensure it provides effective training for its supervisors, including acting and temporary supervisors, in how to recognise and deal with wellbeing issues amongst their staff and that it has enough specialist Human Resources posts to provide support.</p>

HMIC Leadership

Area for improvement

1. Cambridgeshire Constabulary, as part of the strategic alliance, needs to develop a clear understanding of its leadership capabilities across the workforce at all levels. This will provide the force and the alliance with a clear understanding of which areas.
2. The force should introduce a system for consistent talent management across the workforce.