



Creating a safer
Cambridgeshire

To: Joint Audit Committee

From: Chief Inspector Mark Greenhalgh

Date: 30th March 2017

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

1. Purpose

1.1 The purpose of this paper is to update the Joint Audit Committee on the areas for improvement and recommendations made by Her Majesty's Inspectorate of Constabulary (HMIC) following publication of their Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspection reports for 2016.

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 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. The 2016 results were as follows.
 - I. Efficiency – 'Requires improvement'
 - II. Legitimacy – Good
 - III. Leadership – Narrative judgment only.
 - IV. Effectiveness – Good
- 4.4 Annex A provides the national overview of Effectiveness judgments.

5. Governance

- 5.1 The force's Corporate Development Department ensures that the force has a comprehensive understanding of the findings of the PEEL inspections, 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 B.
- 5.3 The Force routinely self-assesses progress and provides written updates for governance boards. It is important that any information released into the public domain is accessible for the public and is agreed with HMIC. Updates are provided to the Business Co-ordination Board chaired by the Police and Crime Commissioner.
- 5.4 There is also further scrutiny by chief officers, through the DCC-chaired HMIC Gold Group, and Force Executive Board.

6. Other Inspections in 2016

6.1 The force was also subject to an unannounced Crime Data Integrity inspection (with an audit in November 2016 and fieldwork in January 2017), with the findings due for publication in June 2017.

7. PEEL 2017

7.1 The force will receive its next PEEL Efficiency, Legitimacy and Leadership inspection in May 2017, and its next Effectiveness inspection in autumn 2017 (date to be confirmed).

BIBLIOGRAPHY

Source Documents	
Contact Officer	Chief Inspector Mark Greenhalgh, Corporate Development Department, Cambridgeshire Constabulary

Annex A

Outstanding (1)	Good (28)	Requires Improvement (13)	Inadequate (1)
Durham	Avon and Somerset Cambridgeshire Cheshire City of London Cleveland Cumbria Derbyshire Dorset Essex Greater Manchester Gwent Kent Lancashire Lincolnshire Merseyside Norfolk North Wales North Yorkshire Northumbria South Wales Suffolk Surrey Thames Valley Warwickshire West Mercia West Midlands West Yorkshire Wiltshire	Devon and Cornwall Dyfed-Powys Gloucestershire Hampshire Hertfordshire Humberside Leicestershire Metropolitan Police Northamptonshire Nottinghamshire South Yorkshire Staffordshire Sussex	Bedfordshire

Annex B

PEEL Efficiency 2016

Section	Cambridgeshire
Summary	<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>
Understanding current and likely future demand	<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>
Managing current demand	<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>
Planning for demand in the future	<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>

PEEL Legitimacy 2016

Section	Cambridgeshire
Summary	<p data-bbox="446 344 670 380">Overall = GOOD</p> <p data-bbox="446 443 1378 551">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 data-bbox="446 613 692 645">Recommendation:</p> <p data-bbox="446 707 1331 815">Cambridgeshire Constabulary, together with the other forces in the strategic alliance, namely Bedfordshire Police and Hertfordshire Constabulary should</p> <ol data-bbox="475 833 1382 1917" style="list-style-type: none"><li data-bbox="475 833 1382 1057">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.<li data-bbox="475 1075 1382 1182">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.<li data-bbox="475 1200 1382 1379">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.<li data-bbox="475 1397 1382 1576">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.<li data-bbox="475 1594 1382 1702">5. Cambridgeshire Constabulary should improve the analysis and assessment of intelligence and improve guidance to its workforce regarding the sexual abuse of vulnerable victims.<li data-bbox="475 1720 1382 1917">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.

<p>Block 1:</p> <p>1. To what extent does the force treat all the people it serves with fairness and respect?</p>	<p>GOOD</p> <p>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 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> <p>Cambridgeshire Constabulary should consider how well it reviews all the information it receives to identify learning to improve its treatment of the public.</p>
<p>Block 2:</p> <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.

	<ul style="list-style-type: none"> Cambridgeshire Constabulary should improve the analysis and assessment of intelligence and improve guidance to its workforce regarding the sexual abuse of vulnerable victims.
<p>Block 3: 3. 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>

PEEL Leadership 2016

Section	Cambridgeshire
Summary	<p>Overall = no graded judgment</p> <p>Areas for improvement</p> <ol style="list-style-type: none"> 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.

PEEL Effectiveness Report

Section	Cambridgeshire
Summary	Overall = GOOD
How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?	<p>GOOD</p> <p>The force should ensure that local policing teams routinely engage with local communities, and undertake structured problem solving alongside partner organisations in order to prevent crime and anti-social behaviour.</p> <p>The force should evaluate and share effective practice routinely, both internally and externally with partner organisations, with the aim of continually improving its approach to the prevention of crime and anti-social behaviour</p>
How effective is the force at investigating crime and managing offenders?	<p>REQUIRES IMPROVEMENT</p> <p>The force should ensure that it has sufficient resources available to respond to prompt calls for service.</p> <p>The force should ensure that there is regular and active supervision of investigations to improve quality and progress.</p> <p>The force should ensure that those who are circulated as wanted on the Police National Computer, those who fail to appear on police bail, named and outstanding suspects – including domestic abuse suspects – and suspects identified through forensic evidence are swiftly located and arrested.</p>
How effective is the force at protecting those who are vulnerable from harm, and supporting victims?	<p>GOOD</p> <p>The force should ensure that there is a quality assurance process in place to ensure victims of domestic abuse cases assessed as a standard risk receive the right support.</p> <p>The force should improve its understanding of the evidential problems that lead to no further action in cases where domestic abuse victims support police action.</p>
How effective is the force at tackling serious	GOOD

and organised crime?	The force should improve its understanding of the impact of its activity on serious and organised crime, and ensure that it learns from experience to maximise the force's disruptive effect on this activity
How effective are the force's specialist capabilities?	NOT GRADED The forces in the strategic alliance should ensure that: <ul style="list-style-type: none">• question prompts for call takers are sufficient to support them in the event of a marauding terrorist firearms attack;• control room staff take part in local and regional exercises to test the control room response; and• Control room inspectors have access to more concise instructions and memorandums.