



Creating a safer  
**Cambridgeshire**

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 29 March 2018

**An update on a report into the Constabulary's effectiveness, published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services**

**1. Purpose**

1.1 To inform the Business Coordination Board ("the Board") of the publication on 22 March 2018 of a report into the Constabulary's effectiveness by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

**2. Background**

2.1 HMICFRS independently inspects, assesses and then publishes annual reports on the efficiency and effectiveness of police forces and policing nationally.

2.2 For Effectiveness, each force is judged against a series of five questions and graded either as outstanding, good, requiring improvement, or inadequate. The reports on the conclusions of the 2017 Effectiveness inspection of all forces were published earlier this month.

**3. Effectiveness 2017**

3.1 HMICFRS adopted a risk-based approach to PEEL inspections in 2017 in order to focus more closely on areas of policing where the risk to the public is most acute. Under this approach, not all forces were assessed against all five effectiveness questions. Cambridgeshire Constabulary was assessed against the following areas in 2017:

- Investigating crime and reducing re-offending;
- Protecting vulnerable people;
- Specialist capabilities.

3.2 Judgments from 2016 remain in place for the two aspects which were not re-inspected in 2017 (neighbourhood policing and serious and organised crime). HMICFRS will continue to monitor areas for improvement identified in previous inspections and will assess how well each force has responded in future reports.

3.3 The overall Effectiveness judgment was reached as follows:

- How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?

Assessed as **good** from 2016 inspection.

- How effective is the force at investigating crime and reducing re-offending?

Assessed as **requires improvement** from 2017 inspection.

- How effective is the force at protecting those who are vulnerable from harm, and supporting victims?

Assessed as **requires improvement** from 2017 inspection.

- How effective is the force at tackling serious and organised crime?

Assessed as **good** from 2016 inspection.

- How effective are the force's specialist capabilities?

**Not graded**

3.4 The summary from the report is provided below for reference:

*“Cambridgeshire Constabulary requires improvement in its approach to keeping people safe and reducing crime. Its performance has deteriorated in some important areas, which is reflected in its overall judgment for effectiveness. However, the force had identified these areas prior to the inspection and it is implementing a new operating model in 2018. The force believes this will address the shortfalls identified. The force was inspected following a period of exceptional demand in summer 2017, which has since returned to normal levels.*

*Crimes are not always investigated to as high a standard as they should be and there is an inconsistency in the level and quality of supervision and direction to officers investigating crimes. However, the force makes good use of intelligence to support investigations, and victims are regularly updated as investigations progress. The force has some understanding of those who cause the most harm in communities, but it recognises that it could do more to ensure neighbourhood officers have an up-to-date awareness of registered sex offenders in their area. The force's service to vulnerable victims is inconsistent. It provides a high quality of service to vulnerable people with mental health conditions. However, the quality of service to domestic abuse victims is not always consistent and should be improved.*

*While the force effectively identifies vulnerable people when they first contact the police, and risk assessments and investigations involving victims of domestic abuse are mostly effective, the force does not always have sufficient capacity to prioritise attending all prompt-graded domestic abuse incidents within one hour. This may affect evidence gathering and victim safeguarding, and may undermine the confidence of victims in the police. The new operating model for the force is expected to address this with more officers dedicated to emergency response, which should help improve prompt call attendance at incidents involving vulnerable people.*

*Cambridgeshire Constabulary has the necessary arrangements in place to fulfil its national policing responsibilities, and to respond to an attack requiring an armed response.”*

- 3.5 HMICFRS identified the following areas for improvement (AFIs) where an aspect of the force’s practice, policy or performance fell short of the expected standard.

Areas for improvement – Investigating crime and reducing re-offending

- The force should ensure that there is regular and active supervision of investigations, to improve quality and progress.
- The force should develop clear measures of success which will enable it to evaluate how effectively it is protecting the public from prolific and harmful offenders.
- The force should ensure that it provides direction on ‘proportionate’ investigations and progressing viable lines of enquiry.

Areas for improvement – Protecting Vulnerable People

- The force should ensure that its high-risk departments are appropriately staffed with qualified detectives to meet demand and ensure workloads are manageable.
- The force should review its use of DVPOs, DVPNs and Clare’s Law to ensure that it is making best use of these powers to safeguard victims of domestic abuse.
- The force should ensure that frontline staff are aware of the registered sex offenders in their area so that they can play a part in monitoring and management.
- The force should ensure that it has sufficient resources available to respond appropriately to ‘prompt’ (within 1 hour) calls for service, particularly for incidents of domestic abuse.

- 3.6 HMICFRS did not identify any causes of concern (a serious or critical shortcoming in practice, policy or performance).

- 3.7 Progress against the AFIs is monitored six-weekly at the Organisational Improvement Group chaired by the Head of Corporate Development with strategic oversight provided by the Deputy Chief Constable through the HMICFRS Gold Group.

- 3.8 Work has been ongoing to address the AFIs since the conclusion of the inspection in September 2018. Most of the AFIs have been considered during the Local Policing Review, and are addressed by the new operating model that goes live on 30 April 2018.
- 3.9 The force continues to find attending all prompt calls within 1 hour challenging, although the situation is much improved since the time of the inspection, which took place during an extraordinary peak in summer demand. The new operating model will provide more resilience for prompt calls through improved shift patterns mapped against demand and the creation of North and South policing areas. Plans to increase officer numbers through the Local Policing Review and additional Council Tax precept will also have a material impact, although there is likely to still remain some shortfall between demand and available resourcing. In the interim, work is also being completed to understand how to improve the response to vulnerable victims who are assessed as requiring prompt attendance and to ensure safeguarding is completed throughout the period during which they are awaiting attendance.

**4. National Picture**

- 4.1 The Effectiveness inspection found that over two thirds of forces in England and Wales continued to be good at keeping people safe and reducing crime and one force was graded as outstanding. Overall slightly more forces improved than deteriorated.

**5. Recommendation**

- 5.1 The Board is recommended to note the contents of the report.

**BIBLIOGRAPHY**

<b>Source Documents</b>	Report: <a href="https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/peel-police-effectiveness-2017-cambridgeshire.pdf">https://www.justiceinspectors.gov.uk/hmicfrs/wp-content/uploads/peel-police-effectiveness-2017-cambridgeshire.pdf</a>
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