



**To:** Joint Audit Committee  
**From:** Chief Inspector Chris Savage  
HMICFRS Liaison Officer  
**Date:** 26 March 2018

## Published HMICFRS Reports

### 1. Purpose

- 1.1 The purpose of this paper is to provide the Joint Audit Committee with information on relevant reports published by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) in the last quarter, and to provide an overview of the governance mechanisms for these reports.

### 2. Recommendation

- 2.1 The Committee is asked to note the contents of the report.

### 3. Background

- 3.1 HMICFRS'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.
- 3.5 Forces may receive one or more recommendations associated with a cause of concern (a serious failing in policy or practice), and/or areas for improvement (a less serious failing in policy or practice).

3.6 The force may also receive announced or unannounced thematic inspections from HMICFRS and other criminal justice inspectorates.

#### 4. Governance

4.1 The 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.

4.2 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.

4.3 There is also further scrutiny at chief officer level, through the HMICFRS Gold Group chaired by the Deputy Chief Constable, and Force Executive Board, chaired by the Chief Constable.

4.4 HMICFRS inspections form part of the third level of assurance for the Constabulary. The first level is internal governance meetings, the second is internal audit, and the third is external audit.

#### 5. Inspection reports published

5.1 The following reports have been published in the last quarter:

Title	Inspection completed	Publication date	Link
Custody	August 2017	February 2018	<a href="https://www.justiceinspectorates.gov.uk/hmiprison-s/wp-content/uploads/sites/4/2018/02/2017-Cambridgeshire-police-cells-Web-2017.pdf">https://www.justiceinspectorates.gov.uk/hmiprison-s/wp-content/uploads/sites/4/2018/02/2017-Cambridgeshire-police-cells-Web-2017.pdf</a>
PEEL Effectiveness	September 2017	March 2018	<a href="https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/peel-police-effectiveness-2017-cambridgeshire.pdf">https://www.justiceinspectorates.gov.uk/hmicfrs/wp-content/uploads/peel-police-effectiveness-2017-cambridgeshire.pdf</a>

## 6. 2017 Effectiveness Inspection

6.1 HMICFRS adopted a risk-based approach to the Effectiveness inspection in 2017 in order to focus more closely on areas of policing where risk to the public is most acute. Under this approach, not all forces are assessed against all 5 parts of the effectiveness programme. Cambridgeshire Constabulary was assessed against the following areas in 2017:

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

6.2 Judgments from 2016 remain in place for two aspects which were not re-inspected in 2017 (these are listed below). HMICFRS will continue to monitor areas for improvement identified in previous inspections and will assess how well each force has responded in future reports.

6.3 The overall Effectiveness judgement is therefore reached by assessing:

- 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**
- How effective is the force at protecting those who are vulnerable from harm, and supporting victims?  
Assessed as **requires improvement**
- 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**

6.4 A 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."*

- 6.5 HMICFRS identified number of "areas for improvement" (AFIs) where an aspect of the force's practice, policy or performance falls 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.

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

## BIBLIOGRAPHY

<b>Source Documents</b>	
<b>Contact Officer</b>	Chief Inspector Chris Savage