



Promoting improvements  
in policing and fire & rescue  
services to make everyone safer

# **The problem with evidence**

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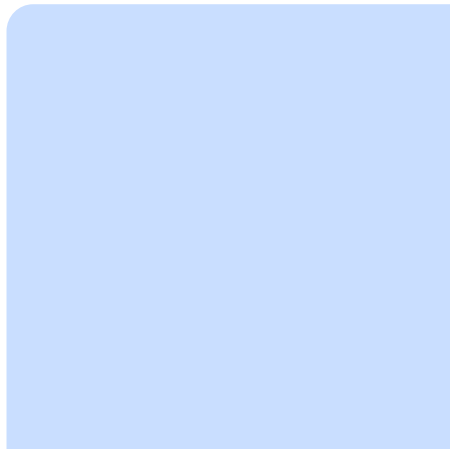
Her Majesty's Inspector of Constabulary  
Her Majesty's Inspector of Fire & Rescue Services

## The trouble with evidence

- Every inspection is a sample
- You can only inspect what your inspectors understand

# The finished product

PEEL judgments table



## Effectiveness

	How effective is the force at preventing crime, tackling anti-social behaviour and keeping people safe?	How effective is the force at investigating crime and reducing re-offending?	How effective is the force at protecting those who are vulnerable from harm, and supporting victims?	How effective is the force at tackling serious and organised crime?	Effectiveness pillar	Since 2015	How well does the force understand the current and likely future demand?
<b>Avon and Somerset</b>	Good	Good	Good	Requires improvement	<b>Good</b>	↑	Outstanding
<b>Bedfordshire</b>	Inadequate	Requires improvement	Inadequate	Requires improvement	<b>Inadequate</b>	↓	Requires improvement
<b>Cambridgeshire</b>	Good	Requires improvement	Good	Good	<b>Good</b>	↑	Requires improvement
<b>Cheshire</b>	Good	Good	Good	Good	<b>Good</b>	↔	Outstanding
<b>Cleveland</b>	Good	Good	Requires improvement	Good	<b>Good</b>	↑	Good



## Efficiency

**439**  
reports published

## HMIC reports

During the reporting period, HMIC published 439 reports, all of which are available on our website.

In addition to our work with the 43 Home Office forces, and the other inspectorates, HMIC carried out various other inspections. These formed part of our statutory duties to inspect non-Home Office police forces and certain other law enforcement agencies. We provided our reports to the relevant Secretaries of

these reports were placed on the HMIC website [www.justiceinspectorates.gov.uk/hmic/](http://www.justiceinspectorates.gov.uk/hmic/). HMIC also carried out a non-statutory inspection of the Royal Gibraltar Police. We provided this report to the Gibraltar Police Authority, which published it. Subsequently, we placed it on the HMIC website

# Evidence gathering template

	C	D	E	F
1	<b>OFFICIAL SENSITIVE when complete</b>			
2	<b>Note taker</b>	<b>Evidence Source</b>	<b>Evidence</b>	<b>Question which the evidence relates to</b>
	<i>Select name from the drop down</i>  <i>Linked to the list on the front page</i>	<i>Select evidence source from the drop down</i>  <i>Linked to the list on the front page</i>	<p>All pieces of evidence should be standalone and be capable of being understood without reference to other information. Try to write in the style of judgment, evidence, impact..</p> <p>To move to a new line within a cell, press ALT+ENTER.</p> <p>To copy press CTRL+C and to paste press CTRL+V or if you want to replicate one row of evidence several times, highlight the area to be replicated and in the bottom right corner of the cells hover to get a + sign, then click and drag down.</p>	Select from the drop down the diagnostic question number (sub-diagnostic for leadership) that the evidence recorded relates to
3	Jason Phillips	Insight Activity - Portfolio Investment Board	The force's senior decision makers are cogniscent of the need for wellbeing to be consider when making staffing decisions. During the Portfolio Investment Board discussion on Op Bellona resourcing (CSE peer to peer sharing offences) the Assistant Commissioner referenced the need for specialist support to the officers in Territorial policing getting the same support as specialist teams in SC&O17 did when required to view disturbing images as part of their duties.	3.2.1
4	Jason Phillips	Insight Activity - Portfolio Investment Board	The force is aware of many inefficient processes within its operations which could be changed to free up resources for redistribution. During the PIB of 28062016 Assistant Commissioner Hewitt listed several practices/processes that if they were overcome, finding the extra resource to redeploy to CSE would be easy. These processes are partly to be changed with the new Local Policing Structures (model) introduction when finalised and implemented.	4.1.3
5	Jason Phillips	Insight Activity - Portfolio Investment Board	The force are responding to increased demand in areas such as CSE and planning resource to meet this demand. At the PIB the transfer of resource was discussed in detail to meet the existing demand to investigate peer to peer image sharing and the anticipated demand seen by other metropolitan resources for CSE and wider PVP cases. The priority of this work was discussed - in context with the recent HMIC report acknowledging the force	4.2.1

# Moderation process

## Annex B: Steps for moderation of a typical HMIC-led 43 force inspection

This table sets out the key steps for moderation of a typical HMIC-led 43 force inspection, such as a PEEL inspection.

<b>Pre-moderation</b>	All reports, judgments and recommendations complete and quality assured by portfolio director	
	Data check by forces	
<b>HMI support team moderation</b>	FLLs attend R&D, analysts and portfolio team attend Chief of staff chairs and signs off outcome and minutes	Discussion covers all forces in region
<b>SRO moderation</b>	HMIs attend SRO chairs and signs off outcome and minutes	Discussion covers selection of those forces covered in the HMI support team moderation, including: <ul style="list-style-type: none"> <li>→ exemplars from different regions and different grades</li> <li>→ those that proved the most difficult to assign a graded judgment</li> </ul>
<b>Post-moderation</b>	Amendments following moderation	
	Comms editing to ensure consistent content and readability	
	Legal assurance	
	Portfolio director signs off reports	
	SRO signs off reports	
	Discussion between HMI and chief constable about causes of concern recommendations	
	Final pre-publication check by forces	

