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Foreword

This is my report to the Secretary of State under section 54 of the Police Act 1996. It contains my assessment of the efficiency and effectiveness of policing in England and Wales, based on the inspections which HMIC carried out between February 2016 and March 2017.



This reporting period has seen the second complete round of PEEL (PEEL: police effectiveness, efficiency and legitimacy) inspections, which consider the efficiency and effectiveness of police forces, and assess their legitimacy in respect of their discharge of their obligations, that is, how they behave and treat people. These inspections provide the basis for our comprehensive analysis of the way in which each police force in England and Wales has performed in

2016, and will continue to do so on an annual basis.

Last year, our PEEL inspections enabled us to compare performance on a force-by-force basis. This year – for the first time – we have been able to compare year-on-year performance for each police force, and therefore assess the direction of travel for each force and the police service as a whole. An assessment of this nature is particularly valuable to police and crime commissioners, police leaders, policymakers, and others in the criminal justice

system, as well as those – principally the public – who rely on its efficient operation.

We will continue to develop and refine the PEEL model in the years to come.

Continuing to build year on year, our PEEL inspections provide an in-depth and growing bank of information about how well each of the 43 police forces in England and Wales is policing the communities that it serves, so that areas of concern can be identified, evaluated and tackled. The assessments also identify good practice in a force which other forces should consider adopting.

I have taken full advantage of the fact that all our published reports are available on HMIC's website¹ and throughout this report there are easy-to-use web links to the relevant sections on that site.

This year's report follows a similar structure to that of previous years.

Part 1 provides my assessment of the state of policing in England and Wales. It draws together the principal themes from the inspections HMIC carried out in 2016 and in previous years. HMIC does not operate in isolation; where relevant, I have also drawn

on findings and reports from other organisations. In so doing, I have taken the opportunity to set out a broader view of the major problems which I believe confront the police service now and which it will have to tackle in the years to come. Those problems include the need for continued reform, the treatment and protection of vulnerable people, the erosion of neighbourhood policing and the fragmented police use of technology.

I should make it clear that, overall, in our inspections the judgments which we make in relation to the efficiency and effectiveness of the police are predominantly about how well the police uses its money and other resources,

not about how much funding forces have at their disposal.

Part 2 provides an overview of the findings of the inspections we have carried out between February 2016 and March 2017, including a summary of our PEEL inspections.

Part 3 sets out the full list of our inspections and other work.

The year 2016 was an eventful one in policing and at HMIC. In May 2016, elections took place for police and crime commissioners. New and re-elected commissioners have now taken up their four-year appointments and are holding chief constables to account for the effectiveness and



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efficiency of their forces. In planning and carrying out our inspections, HMIC has taken and will continue to take full account of the priorities that police and crime commissioners set for their chief constables in their police and crime plans. These plans constitute extremely important democratically established instruments of police accountability, and it is essential that all concerned understand and give full weight to their significance.

In August 2016, Rear Admiral Matthew Parr CB was appointed as one of Her Majesty's Inspectors of Constabulary. HMI Parr has considerable expertise and experience from and in his Royal Navy service; their great value in the work of HMIC is already apparent. I warmly welcome him to this role. He takes over from HMI Stephen Otter

QPM, who left HMIC in May 2016 after four years' distinguished service. I wish here to place on record my own and the Inspectorate's very great debt of gratitude and thanks to Stephen Otter for his considerable achievements and immensely hard work in all the affairs and concerns of HMIC. The public will probably never know how much they owe to him for the very many things he did which have directly and so substantially made them safer. His outstanding record of public service stands high to his credit.

In November 2016, we published HMIC's organisational strategy² which sets out – for our staff, the public, the police and others with whom we work – who we are as an organisation; our purpose and objectives; and what we intend to achieve by

2020. The strategy will be reviewed every year.

I should like to place on record my thanks to the other organisations and inspectorates that have worked with HMIC over the past year. They have made a significant contribution, and I look forward to working with them again in the future.

I am proud of what we have achieved over the past year, but the real credit should go to my fellow HMIs and the staff of HMIC who remain just as loyal, hard-working and diligent as ever. My thanks and admiration go to them for all that they do for HMIC, for policing and for the public.

Sir Thomas P Winsor
Her Majesty's Chief
Inspector of Constabulary

HMIC website

www.justiceinspectorates.gov.uk/hmic

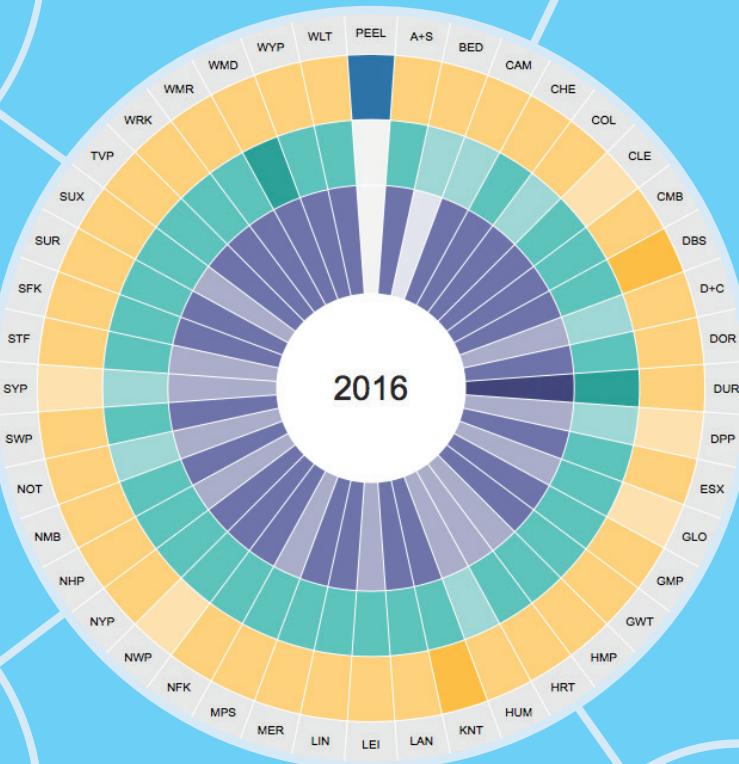


194,775

current users on the website – over



35,000
increase on
last year



Top 5 reports (non-PEEL):

- Crime data integrity 1
 - National child protection inspection (Metropolitan)
 - Ipsos MORI public views of policing survey
 - Rape Monitoring Group digests
 - Crime data integrity 2

We present information about police forces' performance (known as the PEEL assessments) in an interactive and accessible way

USERS



Efficiency

3 November 2016 – 2,638 users



Legitimacy (and Leadership)

8 December 2016 – 3,830 users



Effectiveness

2 March 2017 – 11,048 users