

The Rt Hon Amber Rudd MP  
Home Secretary  
2 Marsham Street  
London  
SW1P 4DF

8 March 2017

Dear Home Secretary

### **Her Majesty's Inspectorate of Constabulary (HMIC) PEEL Inspection Report - Effectiveness**

I am writing to you with my comments on the HMIC PEEL report entitled 'PEEL: Police Effectiveness 2016'.

I would like to start by saying that as the Police and Crime Commissioner (PCC) for the Humberside Police area I welcome the latest inspection report. However, whilst these reports can be helpful to Forces and PCCs, I believe this ongoing production of reports, each with a number of different strands, is very confusing for the public. I will therefore work with HMIC, in my national capacity as the deputy lead for Performance with the National Association of Police and Crime Commissioners, in an attempt to rationalise the performance landscape in future.

As the inspection report outlines, Humberside Police received an overall grading of 'Requires Improvement', which is unchanged from last year.

The report identifies some improvement, especially in relation to the prevention of crime and anti-social behaviour, which I acknowledge is encouraging progress for the Force in an area of interest to the public in making our communities safer places to live. Having said that, crucially, in the hugely important area of vulnerability Humberside Police received a grading of 'inadequate' which is a step backwards from the previous year when the Force received a grading of 'requires improvement'. Following previous poor reports, and a clear requirement I imposed when elected, for the Force to illustrate incremental and sustainable improvement, this retrograde step in such a key area is simply not acceptable.

However, as I have said previously, I will not base my views of Humberside Police purely on the grades of the four areas of policing reported upon in this inspection report. Judgements based upon arbitrarily determined standards should not be taken as the only yardstick against which a Force's progression or effectiveness is judged; neither should positions in league tables of Forces. I have personally looked more deeply into the background and potential root causes of the problems that have emerged and considered a number of factors. Those factors included feedback HMIC provided following the inspection, and prior to publication of the report.

What is clear to me is that problems with the operation of the Command Hub, introduced during the reorganisation of Humberside Police in April 2015, continue to have a negative impact in a



number of areas. Additionally, the churn of senior managers in public protection, who together have oversight of vulnerability issues, mitigates against problems being identified and addressed by the Force as part of their day-to-day management. These problems go beyond a grading of 'inadequate' in a single strand of one report. They are, in my view, a sign of a failure of leadership and planning at the highest levels of the Force and, as evidenced by HMIC, remain capable of leading to problems emerging and impacting upon a number of areas of delivery. The causes of these problems pre-date my arrival and are a legacy of the period of my predecessor's term of office. You will be aware I have addressed my concerns with the Chief Constable who has subsequently stood down.

As the report outlines, Humberside Police has addressed the specific issue of response to domestic abuse calls identified by HMIC in their inspection on this occasion, but it is not sufficient merely to repair faults once identified by external inspections. It is vital the Force acknowledges where it has made mistakes if it is to build a solid foundation for progress in the future. I am addressing these matters directly with the temporary Chief Constable and will do so further when a new Chief is appointed.

I am happy that HMIC report the positive aspects of the re-introduced neighbourhood policing capability, which is one of my major priorities and something I have been working with the Force to enhance since my election, with additional funding and emphasis. As the report identifies, such a capability adds value to many other aspects of policing whilst also meeting the needs of communities for visible and interactive local policing. I will work with the Force to strengthen this area further.

In summary, I welcome this assessment by HMIC, but it is the story beneath the headlines which is important. There has been some good work locally by many officers working on behalf of communities and that effort has not gone unnoticed and is appreciated. Some more fundamental issues, in my view stemming from poor strategic planning and implementation, remain capable of deflecting the Force from its goal of focussed and steady improvement and must be addressed. I will make this a priority for the new Chief Constable.

I will post this response onto my web-site for public access.

Yours sincerely



Keith Hunter  
Police and Crime Commissioner for Humberside

Cc: Rt Hon Brandon Lewis MP  
Vera Baird QC, Chair of the Association of Police and Crime Commissioners  
Garry Forsyth, Temporary Chief Constable, Humberside Police  
Sir Thomas Winsor, HM Chief Inspector of Constabulary  
Michael Cunningham QPM, HM Inspector of Constabulary, Northern Region  
Zoe Billingham, HM Inspector of Constabulary, Effectiveness Programme Lead  
Councillor Evison, Chair of the Humberside Police and Crime Panel

