



**Norfolk Police and Crime Commissioner (PCC) response to inspections of Norfolk Constabulary published by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)**

*Section 55 of the Police Act 1996 (as amended by section 37 of the Policing and Crime Act 2017) requires local policing bodies to respond to recommendations in inspectors reports within 56 days*

Inspection Title:	PEEL: Police effectiveness, efficiency and legitimacy 2018/19 for Norfolk Constabulary
Date Published:	2 <sup>nd</sup> May 2019
Type of Inspection:	National Inspection

**KEY FINDINGS:**

PEEL (Police Effectiveness, Efficiency and Legitimacy) is an annual assessment of police forces in England and Wales. Forces are assessed in three ways to find out:

- how effective they are at preventing and investigating crime, protecting vulnerable people and tackling serious organised crime;
- how efficiently they manage demand and plan for the future;
- how legitimately they treat the public, how ethically they behave, and how they treat their workforce.

Forces are judged as 'outstanding', 'good', 'requires improvement' or 'inadequate' on these categories based on inspection findings, analysis and Her Majesty's Inspectors professional judgment across the year. In May 2018, HMICFRS adopted an Integrated PEEL Assessment (IPA) approach to their existing PEEL inspection programme. IPA combines into a single inspection the effectiveness, efficiency and legitimacy areas of PEEL. These areas had previously been inspected separately each year. While it is underpinned by an updated methodology, how HMICFRS inspect is broadly the same from year to year so that the public can see how each police force's performance changes over time.

This was HMICFRS's fifth PEEL assessment of Norfolk Constabulary. Inspectors judged that Norfolk Constabulary is:

- **good** at effectively reducing crime and keeping people safe;
- **outstanding** at operating efficiently and providing sustainable services to the public;
- **good** in the way it treats the public and its workforce legitimately.

The results for Norfolk Constabulary are very positive in a number of areas: HMICFRS recognised its excellent performance in keeping people safe and reducing crime; the Force understands its communities; it tackles anti-social behaviour well and it works closely with partners to ensure it safeguards victims. However, HMICFRS found that within the theme of 'Effectiveness' one area requires improvement – investigating crime. In this area, the quality of Norfolk Constabulary's investigations was deemed to be inconsistent and it needs to improve the way it investigates crimes through better training and more effective supervision as this may be reducing the chances of satisfactory outcomes for victims.

HMICFRS were also pleased with the way Norfolk Constabulary plans for the future; leaders are ambitious and want to be at the forefront of innovative practice. The force has a detailed understanding of changing demand and links this to its future financial planning and workforce development. The force continues to uphold an ethical culture and promote standards of professional behaviour well. However, HMICFRS were concerned that the force does not consistently comply with legislation when dealing with detainees in custody; this is a national issue reflected locally. It needs to strengthen governance of its use of force in these facilities.



**Areas for improvement:**

- The force must ensure that staff with the right skills are investigating crimes thoroughly, leading to satisfactory outcomes for victims. It should review its approach to the provision of investigative training, development and guidance. The force should also consider how a professional lead for investigations would give consistent oversight.
- The force should improve how it allocates crime, ensuring that investigations are allocated to appropriately trained and supported officers, and that this allocation is appropriately reviewed throughout the investigation.
- The force should ensure regular and active supervision of the quality and progress of investigations. This supervision should be properly recorded.
- The force should ensure its counter corruption unit has the capability and capacity to be effective in its proactive approach to counter corruption – and has full IT monitoring equipment in place to effectively protect the data contained within its systems.

**CHIEF CONSTABLE RESPONSE TO REPORT AND ANY RECOMMENDATIONS:**

Achieving outstanding in two areas of this inspection is a credit to how hard all my officers and staff in the constabulary have worked to provide the best possible service to the public.

Successfully adapting our policing model in order to deal with the changing face of complex crime has also enabled us to give more focus to local issues such as rural crime and anti-social behaviour. However, similar to all other forces, we are experiencing the pressure of delivering an appropriate response against reducing resources. Unfortunately as a consequence something has to give.

In Norfolk's case we have had to rapidly increase recruitment, introducing a high number of staff into policing and this has exposed a key area around how we undertake frontline investigations where we, along with many others, need to make changes. Fortunately, we had already recognised this issue, with a review of our services finding some of our investigative knowledge and skills moving from frequently committed crime investigations to specialist teams. We will now be looking to give our relatively inexperienced and new workforce the further training and supervisory support they need to continue our high level of service to victims.

However, I remain pleased that our efforts to maintain our quality of service has been recognised in this latest report by HMICFRS and we will continue to work to prevent and detect crime with a victim centred approach ensuring the best outcome is achieved for all.



**PCC RESPONSE TO REPORT AND ANY RECOMMENDATIONS:**

I am pleased Norfolk Constabulary has received such a positive report. This reflects the hard work and commitment of police officers and staff in keeping Norfolk a safe place to live and work.

The inspection highlights that Norfolk continues to be an efficient and effective force. It is meeting both current demands and, just as importantly, planning to ensure future needs are met. This is essential considering the financial and personnel challenges it faces in the coming years. The force also continues to have the support and consent of the communities it serves, something which is vital to successful modern policing and personally important to me. This is why, throughout my tenure, I have placed a high level of public accountability and scrutiny of the police at the heart of my agenda, holding the Chief Constable and the Constabulary to account in a multitude of public forums.

My office has legal responsibility for supporting the victims of crime and I am therefore pleased to see that the constabulary is rated as 'good' for preventing crime and anti-social behaviour and that it protects the vulnerable well.

While this report is good overall, and indeed outstanding in the area of efficiency, there remains scope for improvement, especially in the area of crime investigation, where it has been found to require improvement. For the remainder of my time in office I will continue to monitor this via a combination of briefing reports prepared by the Chief Constable for the Strategic Governance Board and Police Accountability Forums. I will also continue to support the force, and ensure prudence in use of the public purse, by ensuring the benefits of an increase in the police precept in this year's council tax bill are spent to best effect.

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- ✓ Response forwarded to HMICFRS
- ✓ Response published on the OPCCN website
- ✓ Response forwarded to Chief Constable
- ✓ Response forwarded to Police and Crime Panel