



**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 Efficiency 2017
Date Published:	9 <sup>th</sup> November 2017
Type of Inspection:	National Inspection

**KEY FINDINGS:**

Norfolk Constabulary is judged to be good in the efficiency with which it keeps people safe and reduces crime. HMICFRS overall judgement is consistent with last year with the force receiving a grading of 'good'. The force is judged to be outstanding in its understanding of demand; its use of resources to manage demand is judged to be good; and its planning for future demand is also judged to be good.

The Constabulary has an outstanding understanding of the current and likely future demand for its services, which is based on research and analysis. The force analyses data from public organisations such as local councils, health services and the fire service. The joint performance and analysis department with Suffolk Constabulary does high quality, innovative work, supported by robust academic research and scrutiny. The force has a good understanding of more complex and hidden demands (such as modern slavery and so-called honour-based violence) and has analysed demand which can be prevented or responded to by a more appropriate agency.

The force has effective processes to manage, prioritise and filter demand. Its contact and control room has impressive arrangements in place to ensure that structured assessment is used to manage demand. It is trialling a new district triage team to manage calls from the public which do not require an immediate police response, and is proposing two investigation hubs to group its specialist resources to increase its flexibility.

Norfolk Constabulary has an impressive range of working arrangements with other police forces and external organisations to help save money and improve the services it provides. For example, it has collaborated with Suffolk Constabulary on a revised ICT strategy and is sharing a number of premises with Norfolk Fire and Rescue Service. The force has a culture of innovation and continuous improvement led by the chief constable and supported by senior leaders, and it encourages its workforce to suggest new ideas.

The force has a good understanding of the current skills and leadership capabilities of its police officers, but now needs to develop a similar understanding for its police staff. The force could do more to understand fully what skills it needs in its leaders now and in the future. It uses the annual staff appraisal and continued professional development plans to identify the development needs of both officers and staff, and is seeking new talent from outside the force.

Norfolk Constabulary has a good record of making necessary savings. The force seeks to identify inefficient processes, and has robust quality assurance mechanisms to ensure that its efforts to achieve efficiency do not lead to demand being suppressed.



It engaged external consultants to help develop a new approach to allocating money internally, called outcome-based budgeting, which gives it a better understanding of how it uses its resources and what is achieved as a result. Its plans for the future appear to be realistic and achievable, although it realises that making the required savings will be difficult.

**Areas for improvement:** The force should undertake appropriate activities to understand fully its workforce's capabilities, in order to identify any gaps and put plans in place to address them. This will enable the force to be confident in its ability to be efficient in meeting current and likely future demand.

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

Chief Constable Simon Bailey welcomed the report. He said: "This report is extremely gratifying, given the current financial challenges and levels of demand currently faced by the force. The findings are a reflection of the outstanding work and dedication of officers and staff who work tirelessly to keep the public of Norfolk safe.

It is also pleasing the report acknowledged the improvements made in ICT since the last inspection, with the roll-out of body-worn video cameras for frontline officers and mobile tablets, enabling officers to work remotely." He added: "We acknowledge, as highlighted in the report, there is still some work to do around identifying leadership capabilities of police staff and measures will be put in place to address this. However, it is good to know no specific recommendations have been identified."

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

The Police and Crime Commissioner is delighted to have received such a positive report which is a reflection on the hard work and commitment shown by officers and staff in keeping Norfolk a safe place in which to live and work.

It is also pleasing initiatives such as the implementation of the mental health nurse team in the police control room, funded by my office, have been highlighted as examples of positive cross agency working. The force has also been praised for its introduction of body worn video cameras and mobile devices for officers, introduced as part of my pledge to provide 21<sup>st</sup> century tools to tackle 21<sup>st</sup> century crimes.

The inspection covered how the force understands demand, how it uses resources and how well the force is planning for the future. It also acknowledged effective partnership working with local councils, health services, the fire service and voluntary groups, which has led to cost savings and enhanced services provided by the force.

The report however recommended the constabulary build on work to identify leadership capabilities and opportunities for police staff. I will be monitoring the Chief Constable's plans to address this area through my Strategic Governance Board and Police Accountability Forum (PAF) meetings. The PAF is an accountability meeting held in public whereby the Chief Constable reports on progress against the police and crime plan along with other areas of work. These reports are made available on my website.

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