



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 Legitimacy 2017
Date Published:	12 th December 2017
Type of Inspection:	National Inspection

KEY FINDINGS:

Norfolk Constabulary is judged to be good at how legitimately it keeps people safe and reduces crime. For the areas of legitimacy we looked at this year, our overall judgment is the same as last year. The force is judged to be good at treating the people it serves with fairness and respect. It is judged to be good at ensuring its workforce behaves ethically and lawfully, and good at treating its workforce with fairness and respect.

Norfolk Constabulary continues to demonstrate that it treats the people it serves with fairness and respect. We identified a strong culture of 'doing the right thing' among the workforce, who receive the training they need to use their powers fairly and respectfully. The force monitors the use of its coercive powers and ensures any learning from this is used to improve workforce training. Effective external scrutiny is provided through public meetings as well as an independent advisory group and independent stop and search scrutiny panel. The force is introducing body-worn video cameras for frontline officers, which will enable further scrutiny.

The force is good at ensuring that its workforce behaves ethically and lawfully and its policies are based on the Code of Ethics but needs to ensure compliance with current national vetting standards.

Norfolk Constabulary provides comprehensive information about how to make a complaint, both on its web page and in force buildings. The force reviews all public complaints and internal misconduct investigations to ensure it learns from its mistakes. The force's joint professional standards department with Suffolk Constabulary undertakes satisfactory investigations in cases involving alleged discrimination. However, it needs to ensure it identifies all allegations involving discrimination, it updates complainants and those who are the subject of allegations in a timely manner (in line with legal requirements) and that updates contain sufficient information on the progress of the investigation.

Norfolk Constabulary is good at treating its workforce with fairness and respect. The force encourages and listens to feedback from the workforce. It uses a wide variety of methods to gather feedback with the workforce in person and anonymously, and is proactive in responding to concerns. The force continues to improve the range of wellbeing services it provides. It is making progress in increasing the diversity of its workforce so that it better reflects the communities it serves. However, it needs to improve the way individual performance assessment is used and ensure that selection and promotion processes are consistent and fair across the workforce.



Areas for improvement:

The force should improve the quality and timeliness of updates to complainants, including matters of misconduct, in line with IPCC statutory guidance.

The force should improve the level of understanding among its workforce so they can identify and respond appropriately to initial reports of discrimination at the earliest opportunity.

The force needs to ensure that selection and promotion processes are open and fair, and are perceived to be so by the workforce.

The force needs to ensure that the staff performance assessment framework is applied consistently and fairly across the entire organisation and that staff consider it valuable in supporting their development.

CHIEF CONSTABLE RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

“Being seen as a legitimate organisation is fundamental to policing. To encourage the public to support policing we must ensure that how we behave both inside and outside the Force is ethical and fair. I am pleased that our hard work, which takes into account feedback and challenge, has been recognised. This report builds upon previous HMICFRS inspections in which the Force’s performance was praised.

The HMICFRS PEEL inspections are a national benchmarking exercise measuring the service that police forces give to the public.”

The Legitimacy report found the Force:

- Had a strong culture of ‘doing the right thing’
- Monitors its use of coercive powers and ensures any learning from this is used to improve workforce training
- Has effective external scrutiny
- Is good at ensuring the workforce behaves ethically and lawfully with its policies based on the Code of Ethics
- Encourages and listens to feedback from the workforce and is proactive in responding to concerns
- Is good at understanding and promoting wellbeing and continues to improve the range of services it provides

Areas for improvement:

- The quality and timeliness of updates to complainants, including matters of misconduct, in line with IPCC statutory guidance
- The level of understanding among its workforce so they can identify and respond appropriately to initial reports of discrimination at the earliest opportunity
- Selection and promotion processes are open and fair and are perceived so by the workforce.

Staff performance assessment frameworks are applied consistently and fairly across the entire organisation and staff consider it valuable in supporting their development.

PCC RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

Police and Crime Commissioner Lorne Green welcomed the inspection report which rated Norfolk Constabulary as 'Good', in areas including keeping people safe and reducing crime.

The inspection report, published by HMICFRS, looks at police legitimacy, otherwise known as 'policing by consent.' Commenting on the report, PCC Lorne Green, said: "This report makes for very reassuring reading, both for me as PCC and for the wider Norfolk public.

To do its job efficiently and effectively, it is vital that our policing service has the support and consent of our communities. Our police have powers at their disposal with which they work to keep us safe; with those powers comes great responsibility.

This latest inspection report identifies that the Constabulary has, at its core, a culture of 'doing the right thing' and treating people with fairness and respect.

This external validation is to be welcome and is testament not only to the leadership of senior officers but also the dedication and commitment of all our officers and staff.

It is also pleasing to see the work of the Independent Advisory Group (IAG) praised by HMICFRS. The IAG members provide a community perspective to ensure the voice of, and impacts on Norfolk's residents remain at the heart of policing discussions. My thanks go to these community volunteers for their continued effort and support."

In relation to those areas for improvement identified within the report; I will be monitoring these through a selection of briefing reports prepared by the Chief Constable at the Strategic Governance Board and the Police Accountability Forums.

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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