



Promoting improvements
in policing to make
everyone safer

PEEL: Police legitimacy 2016

An inspection of Northumbria Police



December 2016

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ISBN: 978-1-78655-303-4

www.justiceinspectorates.gov.uk/hmic

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Introduction

As part of our annual inspections of police effectiveness, efficiency, legitimacy and leadership (PEEL), Her Majesty's Inspectorate of Constabulary (HMIC) assesses the legitimacy of police forces across England and Wales.

Police legitimacy – a concept that is well established in the UK as 'policing by consent' – is crucial in a democratic society. The police have powers to act in ways that would be considered illegal by any other member of the public (for example, by using force or depriving people of their liberty). It is therefore vital that they use these powers fairly, and that they treat people with respect in the course of their duties.

Police legitimacy is also required for the police to be effective and efficient: as well as motivating the public to co-operate with the police and respect the law, it encourages them to become more socially responsible. The more the public supports the police by providing information or becoming more involved in policing activities (such as via Neighbourhood Watch or other voluntary activity), the greater the reduction in demand on police forces.

To achieve this support – or 'consent' – the public needs to believe that the police will treat them with respect and make fair decisions (while taking the time to explain those decisions), as well as being friendly and approachable.¹ This is often referred to as 'procedural justice'. Police actions that are perceived to be unfair or disrespectful can have extremely negative results for police legitimacy in the eyes of the public.

Police officers and staff are more likely to treat the public with fairness and respect if they feel that they themselves are being treated fairly and respectfully, particularly by their own police force. It is therefore important that the decisions made by their force about the things that affect them are perceived to be fair.² This principle is described as 'organisational justice', and HMIC considers that, alongside the principle of procedural justice, it makes up a vital aspect of any assessment of police legitimacy.

¹ *It's a fair cop? Police legitimacy, public cooperation, and crime reduction*, National Policing Improvement Agency, September 2011. Available at:
http://whatworks.college.police.uk/Research/Documents/Fair_cop_Full_Report.pdf

² *Fair cop 2: Organisational justice, behaviour and ethical policing*, College of Policing, 2015. Available at:
http://whatworks.college.police.uk/Research/Documents/150317_Fair_cop%202_FINAL_REPORT.pdf

One of the most important areas in which internal organisational justice and external procedural justice principles come together is the way in which police forces tackle corruption. How this is done needs to be seen to be fair and legitimate in the eyes of both the police workforce and the general public.

HMIC's legitimacy inspection assessed all of these areas during 2016. More information on how we inspect and grade forces as part of this wide-ranging inspection is available on the HMIC website (www.justiceinspectorates.gov.uk/hmic/peel-assessments/how-we-inspect/). This report sets out our findings for Northumbria Police.

Reports on Northumbria Police's efficiency and leadership inspections are available on the HMIC website (www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016/northumbria/). Our reports on police effectiveness will be published in early 2017.

Force in numbers



Workforce

Total workforce as of 31 March 2016

4,963

Total workforce breakdown as of 31 March 2016

officers

3,336

staff

1,432

PCSOs

196



Ethnic diversity

Percentage of BAME in workforce 31 March 2016

overall workforce

1.4%

officers

1.6%

staff

0.8%

PCSOs

2.6%

Percentage of BAME in local population, 2011 Census

5.4%



Gender diversity

Percentage of females in overall workforce 31 March 2016

38%

England and Wales population, 2011 Census

51%

Percentage of females by role 31 March 2016

Northumbria Police

officers

29%

staff

60%

PCSOs

39%



Public complaints

Number of public complaints per 1,000 workforce 12 months to 31 March 2016

Officers

Northumbria Police

199

England and Wales force average

268

Staff (including PCSOs)

42

61



Grievances

Number of grievances per 1,000 workforce raised and finalised 12 months to 31 March 2016

Officers

Northumbria Police

0.9

England and Wales force average

4.8

Staff (including PCSOs)

1.2

6.8



Victim satisfaction

Victim satisfaction with their overall treatment by the police 12 months to 31 March 2016

Northumbria Police

96.7%

England and Wales force average

93.4%

For further information about the data in this graphic please see annex A

Overview – How legitimate is the force at keeping people safe and reducing crime?

Overall judgment³



Good

Northumbria Police has been assessed as good in respect of the legitimacy with which it keeps people safe and reduces crime.

Overall summary

HMIC found that Northumbria Police's vision of providing a good service to the public of Northumbria is a routine part of the force's culture.

The force actively seeks feedback from the community it serves. There are a number of well-established independent advisory groups (IAGs) that represent minority groups and provides the opportunity to challenge the force and give feedback on positive and negative perceptions.

Northumbria Police seeks to identify learning opportunities that arise from feedback provided by the public. It formed the Code of Ethics committee to address and resolve issues relating to both positive and negative perceptions from within the community. The group assesses both good and poor working practices and devises new methods of working to address such perceptions.

Northumbria Police vets all new recruits, volunteers and contractors according to current national guidelines. However, there are concerns that as a result of the planned recruitment drive, there will be limited capacity to ensure that vetting procedures are completed in an acceptable timescale.

Northumbria Police understands corruptive influences and has a counter-corruption control strategy to mitigate any threat posed. The counter-corruption unit has a dedicated team that monitors police systems and investigates allegations of corruption. Northumbria Police is able to assess all intelligence relating to possible corruptive practices, and to review it in a timely manner.

Northumbria Police recognises the importance of supporting the wellbeing of its staff and it has signed up to the Workplace Wellbeing Charter. It is also in the process of recruiting a lead for wellbeing. Investments in the mental health charity MIND blue-

³ HMIC judgments are: outstanding, good, requires improvement and inadequate.

light programme have enabled supervisors to identify mental health warning signs early so that they can offer appropriate guidance.

Assessment as to how the new performance development review (PDR) process will be adopted and subsequently influence individuals' development is not possible at this stage, because the new process is not fully established.

Recommendations

Northumbria Police is a good force. HMIC has not identified any causes of concern and has therefore made no specific recommendations.

Areas for improvement

- The force should ensure it complies with all aspects of the current national guidelines for vetting.
- Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force's integrity.
- The force should ensure that it has the capability and/or capacity to monitor all its computer systems to identify risks to the force's integrity.
- The force should improve how it communicates with its workforce about lessons learned.
- The force should improve how its workforce understands the issues identified from lessons learned.
- The force should establish and operate effective processes for identifying and managing individuals at risk of corruption.
- The force should improve how it manages individual performance.

To what extent does the force treat all of the people it serves with fairness and respect?

College of Policing research suggests that, in the eyes of the public, police legitimacy stems primarily from the concept of ‘procedural justice’: the expectation that officers will treat the public respectfully and make fair decisions (explaining them openly and clearly), while being consistently friendly and approachable.⁴

While HMIC recognises that police legitimacy stems from much broader experiences of the police than direct contact alone, our 2016 inspection focused specifically on public perceptions of fair treatment. Our inspection aims to assess how far the force can demonstrate the importance it places on maintaining procedural justice; and the extent to which it is seeking feedback to enable it to prioritise and act on those areas that have the greatest negative impact on public perceptions of fair and respectful treatment

(e.g. stop and search, surveillance powers or use of force). This should include how the force is approaching those groups that have the least trust and confidence in the police.

To what extent does the force understand the importance of treating the people it serves with fairness and respect?

It is important for the police to understand that it is procedural justice – making fair decisions and treating people with respect – that drives police legitimacy in the eyes of the public, over and above police effectiveness at preventing and detecting crime.⁵ HMIC assessed the extent to which the importance of procedural justice was reflected in the force’s vision and values, and the extent to which it was understood by the workforce.

Organisational values

We found that the force’s vision of providing an outstanding service to the public of Northumbria is a routine part of the force’s culture. The ‘proud to protect’ ethos, underpinned by the Code of Ethics,⁶ has ensured that officers, staff and volunteers alike go about their daily business with the core vision of ‘doing the right thing’. We

⁴ *It’s a fair cop? Police legitimacy, public cooperation, and crime reduction*, National Policing Improvement Agency, September 2011. Available at: http://whatworks.college.police.uk/Research/Documents/Fair_cop_Full_Report.pdf

⁵ *Ibid.*

⁶ Code of Ethics – A Code of Practice for the Principles and Standards of Professional Behaviour for the Policing Profession of England and Wales, College of Policing, London, July 2014. Available at: www.college.police.uk/What-we-do/Ethics/Documents/Code_of_Ethics.pdf

spoke to a large number of staff members throughout the course of the inspection. They found that there was a genuine sense of pride and understanding as to why the values are so important in ensuring that an effective level of service is provided to the community. The force has consistently reinforced the message through internal communications, training and the status the values hold within recruitment and promotion processes.

How well does the force seek feedback and identify those issues and areas that have the greatest impact on people's perceptions of fair and respectful treatment?

HMIC's 2015 legitimacy inspection found a positive picture of how forces were engaging with communities. This year HMIC's assessment focused specifically on the extent to which forces are working to identify and understand the issues that have the greatest impact on people's perceptions of fair and respectful treatment, including how well they seek feedback and challenge from the people they serve.

Seeking feedback and challenge

Northumbria Police actively seeks feedback from the community it serves. There are a number of well-established independent advisory groups (IAGs) that represent minority groups who could have less trust and confidence in the police. The groups meet with the force on a regular basis, which allows for healthy dialogue in which styles of policing can be challenged.

The force also uses a variety of public perception surveys such as the safer communities survey, anti-social behaviour survey and the victims of domestic abuse survey, to identify possible concerns and learning opportunities. The stop and search survey was directed at youth and members of black, Asian and minority ethnicity (BAME) groups. The targeted approach enables the force to meet with groups and talk through examples of stop and searches recorded on body-worn video cameras. This two-way process has enabled the force to break down some barriers with those groups who are likely to have less trust and confidence in the police.

The force meets with representatives of football supporters and also far-right or left-wing protest groups. The communication has helped to increase the police's understanding of what it feels like to be policed, and also to shape the expectations of those involved in such high-profile and sometimes volatile situations.

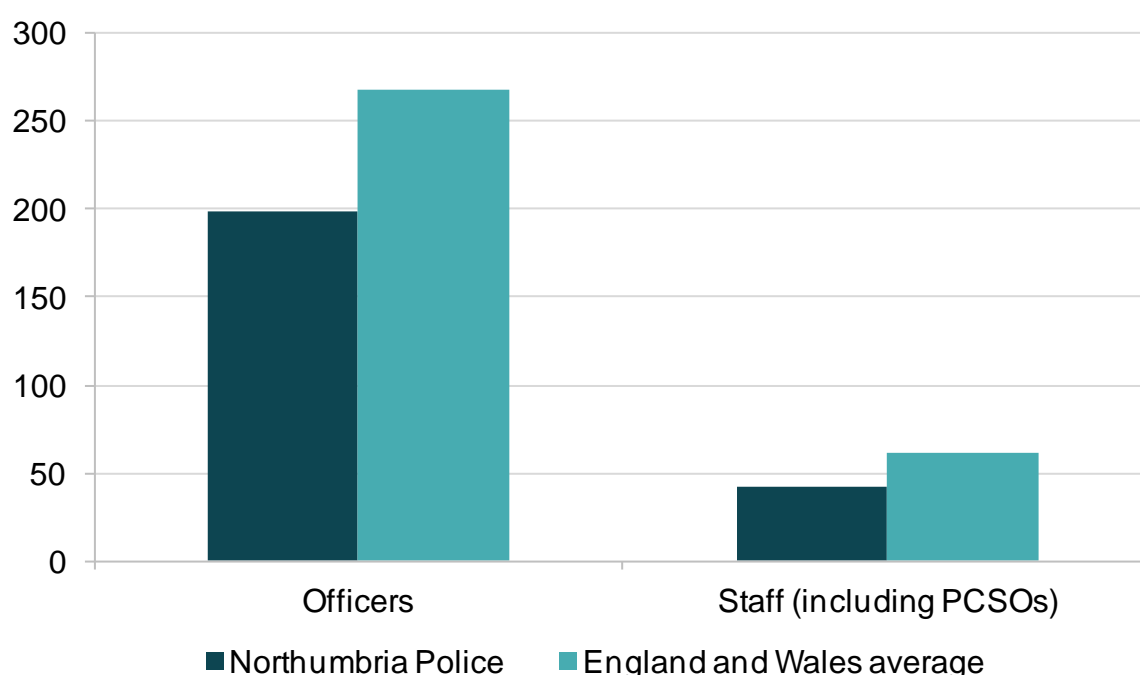
Identifying and understanding the issues

Northumbria Police seeks to understand the issues that have the greatest impact on public perceptions of fair and respectful treatment. Examples such as communications centre team leaders who complete ring backs to members of the public and ask for feedback as to how they perceive they have been treated.

Operational sergeants complete a similar process in which victims of crime are asked if the service has been to an acceptable standard. Negative feedback provides an opportunity to raise awareness for staff members.

Each force in England and Wales is required to record the nature of complaint cases and allegations and be able to produce complaints data annually. The numbers and types of complaints are valuable sources of information for forces and can be used to help them identify areas of dissatisfaction with their service provision, and take steps to improve how they treat the public.

Figure 1: Number of public complaint cases recorded against officers (per 1,000 officers) or staff (per 1,000 staff, including police community support officers) in Northumbria Police compared with England and Wales, in the 12 months to 31 March 2016



Source: HMIC Legitimacy data collection

For further information about the data in figure 1 please see annex A

In the 12 months to 31 March 2016, Northumbria Police recorded 199 public complaint cases per 1,000 officers, which was lower than the England and Wales average of 268 cases per 1,000 officers. During this period, the force recorded 42 public complaint cases per 1,000 staff (including PCSOs), which was broadly in line with the England and Wales average of 61 cases per 1,000 staff (including PCSOs).

The most recent Independent Police Complaints Commission (IPCC) data from forces show that, for April, May and June 2016, the types of complaint most frequently recorded by Northumbria Police are 'other neglect or failure in duty', 'incivility, impoliteness and intolerance' and 'other assault'.⁷ It is important to note, however, an issue identified during our 2014 inspection on police integrity and

⁷ Independent Police Complaints Commission data are available at: www.ipcc.gov.uk/reports/statistics/police-complaints/police-performance-data

corruption;⁸ complaint allegation categories used by different forces may overlap with each other. For instance, similar allegations might be recorded by one force as 'other neglect or failure in duty', and by another force as 'other irregularity in procedure' or 'lack of fairness and impartiality'. This means there is no definitive way of establishing accurately the number of public complaints about certain behaviours.

The force gathers and analyses information relating to complaints and negative perceptions from the public. The deputy chief constable holds a monthly meeting in which trends and patterns of complaints are analysed and assessed. Area commanders are given the responsibility of taking the key messages back to staff and putting measures in place to prevent further occurrences.

The force is involved in innovative work specifically relating to perceptions linked to the use of stop and search. Neighbourhood teams work with groups of young people – in particular, those from BAME communities. The groups are shown both training videos and live footage of stop and search occurrences recorded on body-worn video cameras, and are then asked to discuss the content. The outcomes are evaluated by the Code of Ethics committee and this has led to the implementation of further training.

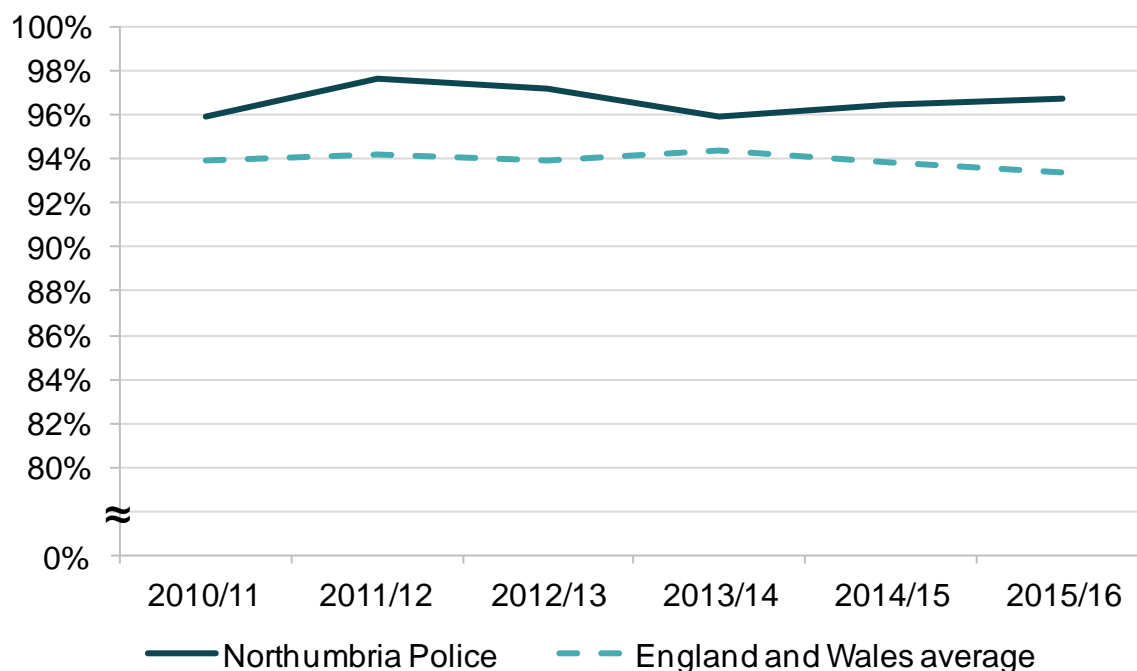
All complaints related to stop and search are automatically reviewed by the force assessor and the force's stop and search lead. Investigations into such complaints are undertaken by the professional standards department and further scrutinised by the office of the police and crime commissioner (OPCC). The findings of the complaint investigations are publicised through community engagement groups.

The OPCC also promotes unannounced visits to custody suites across the force. Independent custody visitors reported that they had found staff working within the suites to be treating detainees with fairness and respect. Any issues raised during the visits were immediately rectified.

All forces are required to conduct victim satisfaction surveys with specified victims of crime groups and provide data on a quarterly basis. The surveys take account of victims' experience of the service provided to them by the police and inform forces' improvements to their service provision, including examining how well victims feel they are treated.

⁸ *Integrity matters*, HMIC, January 2015. Available from: www.justiceinspectorates.gov.uk/hmic/publications/integrity-matters/

Figure 2: Percentage of victims satisfied with overall treatment by Northumbria Police compared with England and Wales, from the 12 months to 31 March 2011 to the 12 months to 31 March 2016



Source: Home Office Annual Data Requirement
For further information about the data in figure 2 please see annex A

In the 12 months to 31 March 2016, 96.7 percent of all victims of crime (excluding hate crime) who responded to the victim satisfaction survey were satisfied with the overall treatment provided by Northumbria Police, which was higher than the England and Wales average of 93.4 percent; and higher than the 96.5 percent who were satisfied with the overall treatment that the force provided in the 12 months to 31 March 2015, this is not a statistically significant difference.

How well does the force act on feedback and learning to improve the way it treats all the people it serves, and demonstrate that it is doing so?

It is important that as well as actively seeking feedback from the public, the force also responds to that feedback. HMIC assessed the extent to which this response includes changes to the way the force operates to reduce the likelihood of similar incidents occurring in future, as well as resolving individual incidents or concerns, and how well the force communicates to the public the effectiveness of this action.

Making improvements

Northumbria Police seeks to identify learning opportunities that arise from feedback provided by the public. Its Code of Ethics committee has been formed to address and solve issues relating to both positive and negative perceptions. It is chaired by a chief superintendent and the working group is made up of officers from all ranks,

roles and departments from across the force. The group assesses both good and poor working practices and devises new methods of working to address those associated to negative perceptions.

Perception surveys completed following both the Northern Pride and Southern Pride events enabled the force to gather a better understanding of why members of the community would be reluctant to report matters to the police. The responses were analysed and lessons taken from the feedback has prompted changes in how officers deal with the communities.

A further example, of where the force has listened to negative feedback and made changes accordingly, arose from the work they have done with young members of BAME communities on the subject of stop and search. This engagement has allowed the force to gather a much greater understanding of how its officers' actions can be perceived. The lessons that have come out of this work have resulted in changes to the training programme and further raising awareness to frontline officers.

The force's involvement with young people has enhanced public confidence and helped to shape the way in which the force carries out its duties in potentially confrontational circumstances.

In August 2014, following HMIC's 2013 inspection on the effective and fair use of stop and search powers,⁹ the Home Office published guidance to police forces on how to implement the Best Use of Stop and Search (BUSS) scheme.¹⁰ The scheme aims to increase transparency and community involvement, and to support a more intelligence-led use of the powers leading to better outcomes. All police forces in England and Wales signed up to participate in the scheme. In 2015, HMIC's legitimacy inspection¹¹ considered the extent to which the force was complying with the scheme and found that it did not comply with three features of the scheme. Consequently, the Home Secretary suspended the force from participation in the scheme. In 2016, we revisited the force to assess its compliance with the scheme and found that it complied with all features of the scheme. Details of our revisit can be found on HMIC's website at

www.justiceinspectorates.gov.uk/hmic/publications/best-use-of-stop-and-search-scheme

⁹ *Stop and Search Powers – are the police using them effectively and fairly?* HMIC, July 2013. Available from: www.justiceinspectorates.gov.uk/hmic/publications/stop-and-search-powers-20130709/

¹⁰ Best Use of Stop and Search Scheme, Home Office, August 2014. Available at: www.gov.uk/government/uploads/system/uploads/attachment_data/file/346922/Best_Use_of_Stop_and_Search_Scheme_v3.0_v2.pdf

¹¹ *PEEL: Police legitimacy 2015 – A national overview*, HMIC, February 2016. Available at: www.justiceinspectorates.gov.uk/hmic/publications/police-legitimacy-2015/

Demonstrating effectiveness

Neighbourhood staff use traditional methods to feed back to the public the measures they have taken to address concerns over fair and respectful treatment. Community cohesion officers patrol areas in plain clothes and focus their attention on communities that are known to be less trusting of the police. An example of where this approach has been successful arose from the attendance of a police community support officer (PCSO) at a breakfast club, attended by female members of ethnic minority groups. In due course, sufficient trust had been gained for certain members of the group to feel confident enough to report incidents of domestic abuse.

The force actively uses social media as a way to communicate with as wide an audience as possible. The force holds over 60 different 'Twitter' accounts, all of which are directed at specific sections of the community. An example of positive action being taken by the force was an image of the rainbow flag being flown at half mast following the Orlando shootings. The image was circulated on the Northumbria Police Facebook account. The force also uses Twitter to send important messages, but also to receive feedback on how it is improving the way it treats the people it serves.

Summary of findings



Good

Northumbria Police was judged to be good regarding the extent to which it treats all the people it serves with fairness and respect.

Staff from across the organisation show a good understanding of both the 'proud to protect' programme and the Code of Ethics. The force continually reinforces the message of treating people with respect, and this is now a central feature of all recruitment and promotion processes. We found the culture of the organisation fully understood the link between displaying strong values and the provision of an effective service.

The force actively seeks feedback from the community and can provide good evidence of how it works with hard-to-reach groups. Perception surveys are used extensively to reach a variety of groups and this has helped to shape the way in which Northumbria Police provides its service.

The force uses feedback from the public to identify learning opportunities, and it has formed a Code of Ethics committee to address issues of positive and negative perceptions from within the community.

How well does the force ensure that its workforce behaves ethically and lawfully?

In 2014, HMIC inspected the extent to which the police were acting with integrity and guarding against corruption.¹² Given the continued importance of this topic, we are returning in this question to those national recommendations emerging from the 2014 report from that inspection that our 2015 legitimacy inspection did not cover. Our inspection focus this year also reflects research showing that prevention is better than cure: the best way to ensure that police workforces behave ethically is for the forces to develop an ethical culture and to have systems in place to identify potential risks to the integrity of the organisations, so that forces can intervene early to reduce the likelihood of corruption.¹³

How well does the force develop and maintain an ethical culture?

One of the first things forces can do to develop an ethical culture is to use effective vetting procedures to recruit applicants who are more likely to have a high standard of ethical behaviour, and to reject those who may have demonstrated questionable standards of behaviour in the past, or whose identities cannot be confirmed.

Once recruited, one of the best ways to prevent corruption from occurring among the workforce is by establishing an ethical working environment or culture. To achieve this, forces need to clarify and continue to reinforce and exemplify acceptable and unacceptable standards of behaviour, including the Code of Ethics.¹⁴ This year, HMIC focused on assessing progress in those areas highlighted for improvement in our 2015 legitimacy inspection and our 2014 integrity and corruption inspection.

¹² *Integrity matters*, HMIC, January 2015. Available from:
www.justiceinspectorates.gov.uk/hmic/publications/integrity-matters/

¹³ *Promoting ethical behaviour and preventing wrongdoing in organisations*, College of Policing, 2015. Available at:
http://whatworks.college.police.uk/Research/Documents/150317_Integrity_REA_FINAL_REPORT.pdf

¹⁴ *Promoting ethical behaviour and preventing wrongdoing in organisations*, College of Policing, 2015. Available at:
http://whatworks.college.police.uk/Research/Documents/150317_Ethical_leadership_FINAL_REPORT.pdf and *The role of leadership in promoting ethical police behaviour*, College of Policing, 2015. Available at:
http://whatworks.college.police.uk/Research/Documents/150317_Ethical_leadership_FINAL_REPORT.pdf and *Literature review – Police integrity and corruption*, HMIC, January 2015. Available at:
www.justiceinspectorates.gov.uk/hmic/publications/integrity-matters/

Initial vetting

Northumbria Police has adequate vetting arrangements in place for all new recruits, volunteers and contractors to be vetted to current national guidelines. The force is not able to tell if people with protected characteristics (such as age, gender or disability) have failed the vetting process, but it can make allowances if vetting failures are linked to notifiable associations. However, we found a backlog of vetting applications. There are concerns that plans to recruit significant numbers of personnel, together with the requirement to re-vet staff who joined before 2006, will test the resilience of the department.

The College of Policing's 'disapproved register' contains details of those officers who have been dismissed from the service or who either resigned or retired while subject to a gross misconduct investigation where it had been determined there would have been a case to answer. The force complies with its obligations to provide the College of Policing with details of those officers and staff who have been dismissed from the service for inclusion on the current disapproved register.

Clarifying and reinforcing standards of behaviour

Northumbria Police consistently reinforces what is acceptable and unacceptable behaviour. Screensaver messages on computers and poster campaigns reiterate the importance of acting in an honest and ethical manner. The chief constable's blog regularly contains details of good practice and highlights where officers' behaviour has fallen below an acceptable standard.

The professional standards department provides inputs on training courses, and we found that staff from across the organisation have a good understanding of the behaviour expected of them.

The force has well-established policies on notifiable associations,¹⁵ business interests, and gifts and hospitality. We found that staff were aware of potential issues related to the misuse of social media and the negative perceptions that can be relayed through inappropriate use.

How well does the force identify, understand and manage risks to the integrity of the organisation?

HMIC's 2014 police integrity and corruption inspection emphasised the need for forces to make arrangements for continuous monitoring of their ethical health, through active monitoring of force systems and processes to spot risks to their

¹⁵ A notifiable association policy is designed to identify those individuals who could pose a risk to the integrity of an individual employee or the force itself. It requires the officer or staff member to report such associations which then allows a full evaluation of the risk posed to both the individual and the force to be undertaken.

integrity, including – but not limited to – business interests, gifts and hospitality, and public complaints.¹⁶ These findings reflect the research commissioned by the College of Policing, which highlights the importance of taking a problem-solving approach to preventing wrongdoing, by scanning and analysing police data to identify particular officers or hotspots for targeting prevention activity.

This year HMIC was particularly interested in how well forces – from dedicated anti-corruption units to individual supervisors – are identifying and intervening early to reduce individual and organisational vulnerabilities (i.e. those individuals, groups or locations that may be susceptible to corruption). We also assessed how well forces are seeking and assessing intelligence on potential corruption, with a focus on those areas for improvement identified in our previous inspections.

Identifying and understanding risks to integrity

Northumbria Police has a counter-corruption control strategy that outlines the process the force will follow to mitigate any threat posed. The force can show that it understands corruptive influences but we found the force's assessment of strategic threat to be outdated. There is a current police integrity and corruption action plan with details of the action to be taken to mitigate identified risks, however, we question the relevance of the action plan on such an outdated force assessment. The force records and supplies information to fulfil the National Crime Agency's counter- corruption strategic threat assessment.

The gifts and hospitality, notifiable associations and business interests policies are all widely understood by the workforce. The counter-corruption unit reviews all business interest applications. The head of the professional standards department makes the final decision and stipulates a specific review date based on a risk-based assessment. The force is not able to show that it has enough capacity to proactively review the activities of staff who have had business interest applications declined.

We were pleased to see that the force has taken measures to address the issues identified during HMIC's police integrity and corruption inspection in 2014.¹⁷ The force now monitors the gifts and hospitality register on a monthly basis. The organisation has also introduced measures to ensure that staff with business interests are closely monitored by their line managers. This monitoring should include refused business interests.

The counter-corruption unit contains a dedicated team to monitor police systems and investigate allegations of corruption. The staff are trained to access open source information and conduct intelligence-led monitoring of internal IT systems. The team

¹⁶ *Integrity matters*, HMIC, January 2015. Available from:

www.justiceinspectorates.gov.uk/hmic/publications/integrity-matters/

¹⁷ *Police Integrity and Corruption – Northumbria Police*, HMIC, 2014. Available from:

www.justiceinspectorates.gov.uk/hmic/publications/police-integrity-corruption-force/

can audit all police systems. However, the force does not currently have the capability to conduct live-time monitoring. It plans to purchase new software, but has no timescales for when this will take place. The audit capability extends to mobile devices but it is limited to force systems only and does not cover non-police websites on such devices.

The force reviews the vetting status of officers and staff alike if there have been any adverse reporting notifications. Changes in personal circumstances do not automatically require a review.

Intervening early to manage risks to integrity

Governance is overseen through the professional standards department's proactive meetings in which new intelligence coming into the organisation is discussed at length. If any is deemed to be particularly serious in nature, it will be referred up to the chief officer team.

The force website has a 'learning the lessons' webpage. This contains details from the Independent Police Complaints Commission (IPCC) and from internal misconduct hearings. The webpage is basic and not widely accessed by staff across the workforce.

Looking for, reporting and assessing intelligence on potential corruption

Northumbria Police proactively seeks intelligence linked to corruption. The force has been able to establish close links to sex worker support groups. It has also raised awareness with partner agencies that specifically support vulnerable females. While it has an anonymous reporting system, it was found that most referrals are either made directly to the counter-corruption unit or through a telephone-recording system.

Northumbria Police has the capacity and capability to assess all intelligence relating to possible corruptive practices. Intelligence is reviewed in a timely manner and if deemed necessary, action would be generated to develop an intelligence picture with a view to commencing a formal investigation.

Northumbria Police takes active measures to identify risks that may have an impact on the integrity of the organisation. These include random drug testing and ensuring that the policies associated with business interests and notifiable associations are well understood across the workforce.

How well is the force tackling the problem of officers and staff abusing their authority for sexual gain?

In 2012 the Independent Police Complaints Commission (IPCC) published *The abuse of police powers to perpetrate sexual violence*.¹⁸ This report states that “the abuse of police powers for purposes of sexual exploitation, or even violence, is something that fundamentally betrays the trust that communities and individuals place in the police. It therefore has a serious impact on the public’s confidence in individual officers and the service in general.” The report identified this behaviour as a form of serious corruption that forces should refer to the IPCC for its consideration of how it should be investigated.

The Code of Ethics¹⁹ – which sets out the standards of professional behaviour expected of all policing professionals – explicitly states that they must “not establish or pursue an improper sexual or emotional relationship with a person with whom [they] come into contact in the course of [their] work who may be vulnerable to an abuse of trust or power”.

The most recent national counter-corruption assessment, in 2013, highlighted corruption for the purposes of sexual gratification as a major threat to law enforcement.²⁰ HMIC’s 2015 report *Integrity matters*²¹ identified police sexual misconduct as an area of great concern to the public. We share the public’s disquiet and so we looked at this issue specifically as part of our 2016 inspection. Our work was given additional emphasis in May 2016 by a request from the Home Secretary that we inspect forces’ response to the issue of officers and staff developing inappropriate relationships with victims of domestic abuse and abusing their position of power to exploit victims.

¹⁸ *The abuse of police powers to perpetrate sexual violence*, jointly published by IPCC and ACPO (now the National Police Chiefs’ Council), September 2012. Available at: www.ipcc.gov.uk/sites/default/files/Documents/research_stats/abuse_of_police_powers_to_perpetrate_sexual_violence.PDF

¹⁹ Code of Ethics – A Code of Practice for the Principles and Standards of Professional Behaviour for the Policing Profession of England and Wales, College of Policing, London, July 2014. Available at: www.college.police.uk/What-we-do/Ethics/Documents/Code_of_Ethics.pdf

²⁰ Every three years, the National Counter Corruption Advisory Group commissions a strategic assessment of the threat to law enforcement from corruption. The most recent assessment was completed in June 2013 by the Serious Organised Crime Agency. The assessment was based upon three years of intelligence reports on possible corruption gathered by forces in England and Wales, supplemented by information from other forces and national agencies.

²¹ *Integrity matters*, HMIC, January 2015. Available from: www.justiceinspectorates.gov.uk/hmic/publications/integrity-matters/

Recognising abuse of authority for sexual gain as serious corruption

Northumbria Police recognises the abuse of authority for sexual gain as serious corruption and a risk to the integrity of the organisation. Although the force does not have an up-to-date local strategic threat assessment it has a problem profile concerning this issue. A number of years ago a constable from the force was found guilty of the rape and sexual abuse of a number of women and received a substantial jail sentence. This case made national headlines and prompted the force to detail its learning from the case both within Northumbria and to other forces around the country. It is evident that the force recognises the risks associated with the abuse of authority for sexual gain and treats all such cases seriously referring them to the IPCC.

Looking for and receiving intelligence on potential abuse of authority for sexual gain

Northumbria Police proactively seeks intelligence linked to corruption. As a result of the high-profile case involving an officer, links were forged with other agencies who work with sex workers and those who work within women's refuges in the force area. Through these the force has access to sex worker support groups and raised awareness in agencies that support vulnerable females.

Other reassuring practices include questionnaires that are sent to all victims of domestic abuse. Although these do not include a specific question regarding the behaviour of the officer they would allow any victim who had been unhappy with how they were dealt with to raise the issue with the force.

As previously mentioned the counter-corruption unit has a dedicated team to monitor police systems and investigate allegations such as the abuse of authority. The staff are trained to access open source information and conduct intelligence-led monitoring of internal IT systems. The team can audit all police systems.

Taking action to prevent abuse of authority for sexual gain

There was widespread understanding among the staff spoken to during the inspection that forming sexual relationships with vulnerable people, who they had met as a result of their work, was considered serious corruption and gross misconduct by the force. We found staff had received no structured guidance or training regarding this area of professional behaviour, which was disappointing. The awareness appeared to be because as a result of a high-profile case involving the jailing of a Northumbria police constable.

However, as a result of a number of current counter-corruption unit investigations, the head of the PSD has now produced a guidance document on maintaining professional boundaries and standards of behaviour. This has been sent to PSD leads within areas and departments for them to disseminate to staff. This was due to take place shortly after our inspection.

Building public trust

Northumbria Police recognises abuse of authority for sexual gain as serious corruption and the potential impact it could have on public confidence. The force reports all such allegations to the IPCC to reassure the public the matter is being taken seriously, with appropriate independent oversight.

In cases such as the one mentioned throughout this section they also make use of its links with staff in other agencies who work with potentially vulnerable people within the community. This process makes people aware of the action taken by Northumbria Police and encourages others with concerns to come forward.

How well does the force engage with the public and its workforce about the outcomes of misconduct and corruption cases?

HMIC's 2014 literature review on police integrity and corruption emphasised the importance of collection and dissemination of information about misconduct to the public, on the basis that it shows police forces are taking the problem seriously, and detecting and punishing wrongdoing.²² This information also forms the basis for deterring misconduct and enhancing integrity within police forces themselves. This year, HMIC looked at how well forces engage with the public online and through police officer misconduct hearings in public, and also more widely following high profile incidents with the potential to undermine public perceptions of police integrity. We also looked at how aware the workforce is of these outcomes.

Working with the public

Northumbria Police takes steps to inform the public of outcomes of misconduct hearings, and its reports on such hearings. Details of the dates of future public misconduct hearings are also available. However, we were disappointed to find the website has not been updated since November 2015. We found that the force has a limited capability to regain the confidence of the public following high-profile misconduct and corruption cases, but the force believes recruitment of a senior media relations officer should improve the frequency of publication.

Working with the workforce

Northumbria Police publishes lessons learned on the intranet but this was found to be an ineffective means of raising awareness. Important messages are not regularly communicated or reinforced by managers, and many staff across the organisation believe they are not kept sufficiently informed of important issues.

²² *Literature review – Police integrity and corruption*, HMIC, January 2015. Available from: www.justiceinspectorates.gov.uk/hmic/publications/integrity-matters/

Summary of findings



Requires improvement

HMIC judges Northumbria Police as requires improvement in the way it ensures that its workforce behaves ethically and lawfully.

The force's vetting procedures comply with national guidance for new recruits, volunteers and contractors. There are however concerns over the capacity of the vetting unit to ensure that the backlog of vetting applications and reviews are completed in a more timely manner. This is more relevant taking into account the large recruitment processes that are due to commence in the near future.

The force constantly reinforces the difference between acceptable and unacceptable behaviour, and its messages appear on screensavers and posters. The chief constable's blog emphasises good practice and highlights behaviour that has fallen below an acceptable standard.

The force's counter-corruption control strategy outlines the process adopted to address corruption-related issues. However, the force's assessment of strategic threat is outdated and this would limit the value of the action plan that is used to mitigate the threat posed by corruptive influences.

The force can audit all internal police systems, including those accessed by remote technology. The ability to monitor systems in live time was not available at the time of the inspection, although there are plans to upgrade this capability in the near future.

The force complies with the requirement to inform both the public and the workforce about the outcomes of misconduct hearings. However, further work needs to be done to make this more effective.

Areas for improvement

- The force should ensure it complies with all aspects of the current national guidelines for vetting.
- Annually, the force should produce a local counter-corruption strategic assessment and control strategy, to identify risks to the force's integrity.
- The force should ensure that it has the capability and/or capacity to monitor all its computer systems to identify risks to the force's integrity.
- The force should improve how it communicates with its workforce about lessons learned.
- The force should improve how its workforce understands the issues identified from lessons learned.
- The force should establish and operate effective processes for identifying and managing individuals at risk of corruption.

To what extent does the force treat its workforce with fairness and respect?

A workforce that feels it is treated fairly and with respect by its employers is more likely to identify with the organisation, and treat the public in a similarly fair and respectful way. Conversely, perceived unfairness within police organisations can have a detrimental effect on officer and staff attitudes and behaviours.²³ As such, this concept of ‘organisational justice’, and its potential impact on ‘procedural justice’ forms an important part of HMIC’s assessment of police legitimacy. As there is no comparative data on how fairly officers and staff perceive forces to have treated them, we focused our assessment on how well forces identify these perceptions within their workforces and act on these findings. In particular, we looked at the extent to which organisational ‘fairness’ is reflected through the way individual performance is managed, and how ‘organisational respect’ is reflected through how forces provide for the wellbeing of their workforces, particularly through preventative and early action.

How well does the force identify and act to improve the workforce’s perceptions of fair and respectful treatment?

Research suggests that forces that involve officers and staff in decision-making processes, listen to their concerns, act on them, and are open about how and why decisions were reached, may improve workforce perceptions of fair and respectful treatment.²⁴ On this basis, HMIC assessed how well the force engages with its staff to identify and understand the issues that affect them, and how well it acts on these issues and demonstrates it has done so.

²³ *Fair cop 2: Organisational justice, behaviour and ethical policing*, College of Policing, 2015.

Available at:

http://whatworks.college.police.uk/Research/Documents/150317_Fair_cop%202_FINAL_REPORT.pdf
f *Organisational justice: Implications for police and emergency service leadership*, Herrington C and Roberts K, AIPM Research Focus, Issue 2, 2013. Available at: www.aipm.gov.au/wp-content/uploads/2013/08/Org-Justice-Final.pdf

²⁴ *Fair cop 2: Organisational justice, behaviour and ethical policing*, College of Policing, 2015, page 11. Available at:

http://whatworks.college.police.uk/Research/Documents/150317_Fair_cop%202_FINAL_REPORT.pdf
f

Identifying and understanding the issues

After HMIC's legitimacy inspection in 2015,²⁵ Northumbria Police completed its first staff survey since 2010. The force told us that 59 percent of the workforce completed the 2015 survey, which is higher than the England and Wales average of 40 percent. The results have been published and the force has taken active measures to address the principal concerns raised. The actions taken by the command team have had a positive effect on the workforce. We found an overwhelming sense of positivity and staff believing that they are listened to and valued.

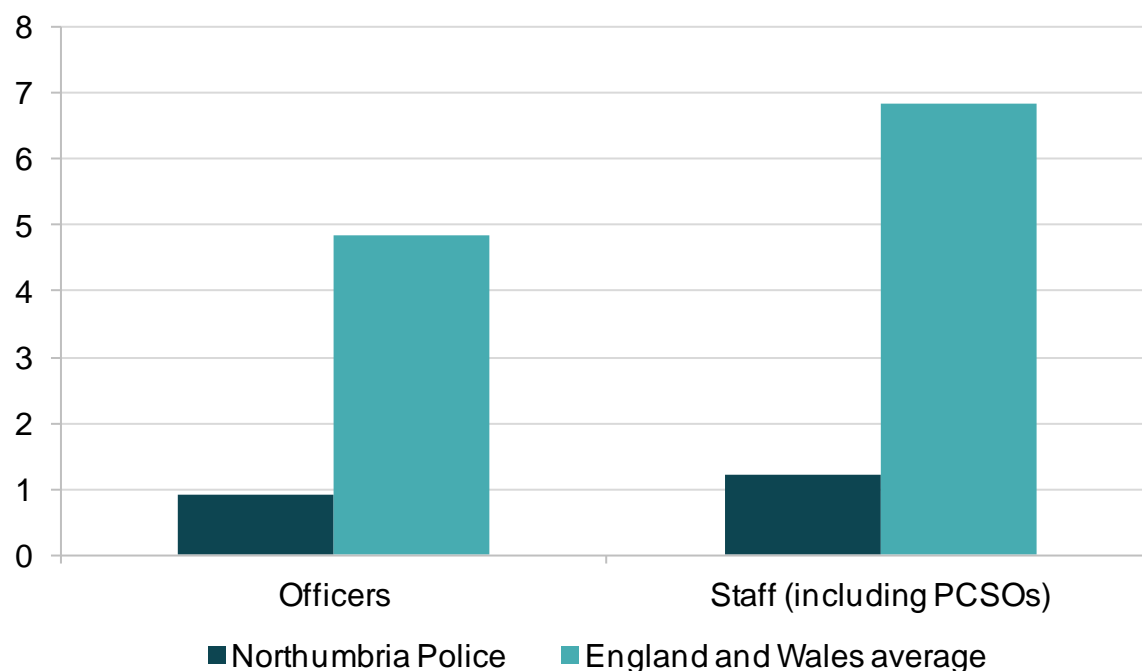
Making improvements and demonstrating effectiveness

Northumbria Police has been extremely active in the past 12 months, which has had a positive impact on the workforce. The actions taken as a result of the staff survey have helped to increase the confidence that the workforce has in its senior leadership. Regular and consistent messages about the change programme are widely understood, helped by the appointment of 'change advocates', who have been taken from staff at all levels across the organisation. Since the last inspection in 2015, in which the force was heavily criticised for the way in which the workforce felt it was being treated, Northumbria Police has created a culture of positivity, innovation and opportunity, so that all staff feel that they have a chance to develop their skills and experience.

Grievances are concerns, problems or complaints raised formally to employers by officers or staff. Data on numbers and types of grievances provide forces with a useful source of information on the sorts of issues about which staff and officers are concerned.

²⁵ *PEEL: Police legitimacy 2015 – An inspection of Northumbria Police*, HMIC, 2016. Available from: www.justiceinspectorates.gov.uk/hmic/publications/police-legitimacy-2015-northumbria/

Figure 3: Number of grievances raised by officers (per 1,000 officers) or staff (per 1,000 staff, including police community support officers) that Northumbria Police finalised compared with England and Wales, in the 12 months to 31 March 2016



Source: HMIC Legitimacy data collection

For further information about the data in figure 3 please see annex A

In the 12 months to 31 March 2016, Northumbria Police finalised 0.9 formal grievances raised by officers per 1,000 officers, which was lower than the England and Wales average of 4.8 per 1,000 officers. During this period, the force finalised 1.2 formal grievances raised by staff per 1,000 staff (including PCSOs), which was lower than the England and Wales average of 6.8 per 1,000 staff (including PCSOs).

How well does the force support the wellbeing of its workforce?

Police forces need to understand the benefits of having a healthier workforce – a happy and healthy workforce is likely to be a more productive one, as a result of people taking fewer sick days and being more invested in what they do. Last year our inspection was concerned with what efforts forces were making to consider, and provide for, the wellbeing needs of their workforce. This year we looked at the progress the force had made since the last inspection, with a particular focus on preventative activity to encourage wellbeing.

Understanding and valuing the benefits

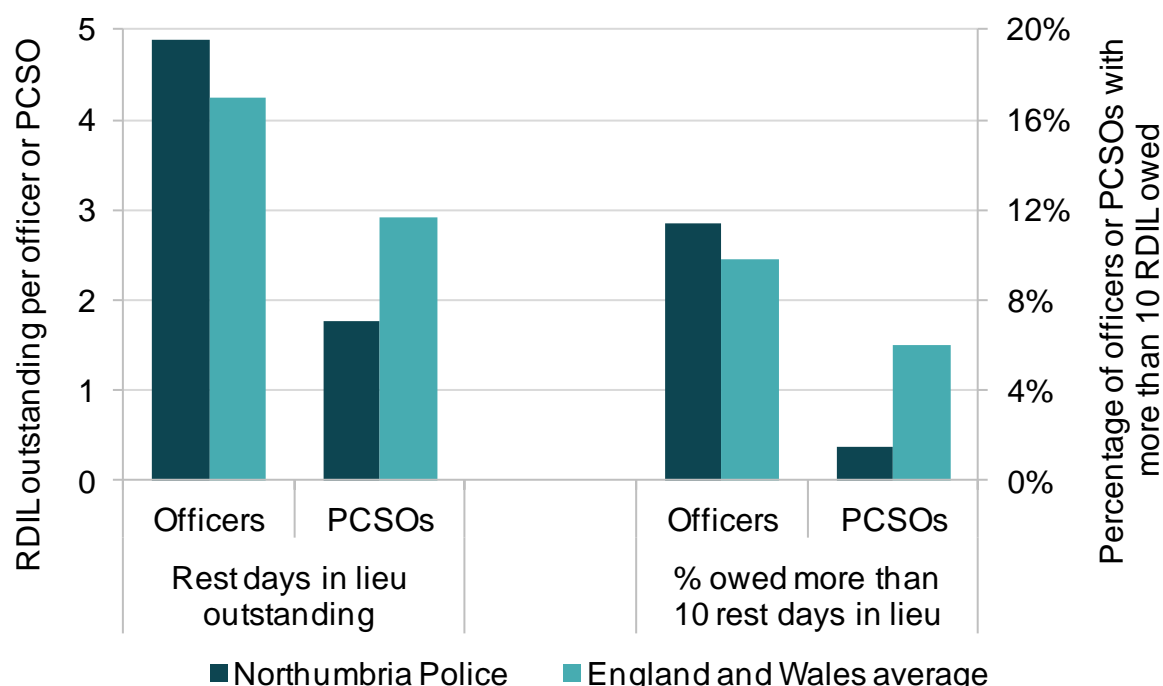
Northumbria Police recognises the value in supporting the wellbeing of its staff and it has recently signed up to the Workplace Wellbeing Charter.²⁶ The force's health and wellbeing plan sets out its commitment to creating a healthy workforce. The force is in the process of appointing a wellbeing lead to explore best practice across England and Wales, while it is focusing on psychological wellbeing and limited duties work.

Managers from across the organisation are aware of their responsibility to improve the wellbeing of their staff. Staff, in turn, acknowledge and appreciate the proactive approach the force is taking to achieve this.

Rest days in lieu (RDIL) are leave days owed to officers or police community support officers when they have been required to work on their scheduled rest day due to operational reasons. Long working hours can have a detrimental impact on the health and wellbeing of the workforce, so it serves as a useful point of comparison for assessing the extent to which the force is managing the wellbeing of its workforce. Analysis of the numbers of RDIL accrued, but not yet taken, can be useful tools for forces to identify and understand potential wellbeing concerns for individuals and teams.

²⁶ For more information about the Workplace Wellbeing Charter, see: www.wellbeingcharter.org.uk/index.php

Figure 4: Number of rest days in lieu outstanding per officer or police community support officer (PCSO) and the percentage of officers or PCSOs with more than 10 rest days in lieu owed to them in Northumbria Police compared with England and Wales, as at 31 March 2016



Source: HMIC Legitimacy data collection

Note: For some police forces data about the number of rest days in lieu outstanding are estimated from data on hours owed. For further information about the data in figure 4 please see annex A.

As at 31 March 2016, there were 4.9 rest days in lieu outstanding per officer in Northumbria Police, which was broadly in line with the England and Wales average of 4.2 days per officer. On the same date, there were 1.8 rest days in lieu outstanding per PCSO in the force, which was broadly in line with the England and Wales average of 2.9 days per PCSO. As at 31 March 2016, 11.4 percent of officers in Northumbria Police had more than 10 rest days in lieu owed to them, which was broadly in line with the England and Wales average of 9.8 percent. As at 31 March 2016, 1.5 percent of PCSOs in the force had more than 10 rest days in lieu owed to them, the England and Wales average was 6.0 percent of PCSOs. The data on PCSOs did not allow a comparison with the average.

Identifying and understanding the workforce's wellbeing needs

The 2015 staff survey was used to understand officers' perceptions as to how they were being treated. The results helped to shape the health and wellbeing plan. The force analyses management information linked to sickness levels and their causes, and this has helped to determine what proactive measures need to be taken.

Sickness data can provide a useful point of comparison for assessing the wellbeing of police workforces. Analysis of this data can also help forces to identify and

understand the nature and causes of sickness at individual and organisational levels, and inform targeted activity to prevent and manage sickness.

Figure 5: Percentage of officers, police community support officers and staff on long-term and short/medium-term sick leave in Northumbria Police compared with England and Wales, as at 31 March 2016



Source: Home Office Annual Data Requirement

Note: Long-term sickness is defined as an absence due to sickness that has lasted for more than 28 days as at 31 March 2016. For further information about the data in figure 5 please see annex A.

Figure 5 provides data on the proportion of officers, PCSOs and staff who were absent due to sickness on 31 March 2016.

- 1.5 percent of officers were on long-term sick leave, which is lower than the England and Wales average of 2.1 percent.
- 1.6 percent of officers were on short or medium-term sick leave, which is broadly in line with the England and Wales average of 2.0 percent.
- Northumbria Police could not provide data for long-term or short or medium-term sickness for PCSOs as at 31 March 2016 because they do not differentiate PCSOs from officers or staff within their sickness data.
- 1.1 percent of staff were on long-term sick leave, which is lower than the England and Wales average of 1.7 percent.
- 1.5 percent of staff were on short or medium-term sick leave, which is broadly in line with the England and Wales average of 2.0 percent.

Taking preventative and early action to improve workforce wellbeing

Northumbria Police recognises the value in supporting the wellbeing of its staff. Investments in the mental health charity MIND (managing mental health at work training) and the blue-light programme have enabled supervisors to identify mental health warning signals at an early stage and to provide guidance as to how and where support can be obtained. The occupational health unit is effective, with timely access to support available. More proactive measures to reduce sickness through the employment of a physiotherapist have helped to reduce the impact of musculoskeletal disorders on absenteeism.

How fairly and effectively does the force manage the individual performance of its officers and staff?

College of Policing research on organisational justice suggests that lack of promotion opportunities and not dealing with poor performance may adversely affect workforce perceptions of fairness, which in turn may lead to negative attitudes and behaviours in the workplace.²⁷ HMIC assessed how fairly and effectively the force manages the individual performance of its officers and staff, including the extent to which the process aligns with guidance produced by the College of Policing.²⁸

The performance assessment process

At the time of HMIC's 2015 legitimacy inspection,²⁹ Northumbria Police had recently relaunched its annual performance development review (PDR) process. It hopes to create a culture of open and transparent feedback that encourages year-round discussions. It encourages those who wish to seek promotion to use the PDR framework. It suggests that the PDR system will support a move away from assuming that officers are competent and instead encourage self-assessment and assessment against national standards.

Assessment of how the new PDR process will be adopted and subsequently influence individuals' development is not possible at this stage. We recognise that the new process is not fully established, and therefore meaningful assessment cannot yet be made.

²⁷ *Fair cop 2: Organisational justice, behaviour and ethical policing*, College of Policing, 2015.

Available at:

http://whatworks.college.police.uk/Research/Documents/150317_Fair_cop%20FINAL_REPORT.pdf

²⁸ College of Policing guidance on the police performance development review process is available at: www.college.police.uk/What-we-do/Support/Reviewing-performance/Pages/PDR.aspx

²⁹ *PEEL: Police legitimacy 2015 – An inspection of Northumbria Police*, HMIC, 2016. Available from: www.justiceinspectorates.gov.uk/hmic/publications/police-legitimacy-2015-northumbria/

The results of performance assessment

We are not in a position to comment on how the new PDR process will be used to address poor performance. This will be more evident when we return to the force next year.

Summary of findings



Good

Northumbria Police has been graded as good in relation to the extent that it treats its workforce with fairness and respect.

In 2015, the force completed its first staff survey since 2010, which allowed the workforce to express its feelings and perceptions as to how it is being treated. The results have been analysed and an action plan developed to address the concerns raised. The command team has gone to great lengths to work with its workforce and create a culture of positivity, innovation and belief that all staff have the opportunity to develop their skills and experience.

Staff wellbeing is now central to force policy and the force has put considerable investment into awareness raising and the training of managers to identify mental health-related issues. It has signed up to the Workplace Wellbeing Charter and developed a health and wellbeing action plan. It has adopted a proactive approach to addressing problems related to psychological and musculoskeletal issues, and this has had a further positive impact on the workforce.

The PDR process has been re-energised. However, it is too early to say whether the new process will be appropriately adopted by all and used effectively to enhance career development.

Areas for improvement

- The force should improve how it manages individual performance.

Next steps

HMIC assesses progress on causes of concern and areas for improvement identified within its reports in a number of ways. We receive updates through our regular conversations with forces, re-assess as part of our annual PEEL programme, and, in the most serious cases, revisit forces.

HMIC highlights recurring themes emerging from our PEEL inspections of police forces within our national reports on police effectiveness, efficiency, legitimacy and also leadership. These reports identify those issues that are reflected across England and Wales and may contain additional recommendations directed at national policing organisations, including the Home Office, where we believe improvements can be made at a national level.

Findings and judgments from this year's PEEL legitimacy inspection will be used to direct the design of the next cycle of PEEL legitimacy assessments. The specific areas for assessment are yet to be confirmed, based on further consultation, but we will continue to assess procedural and organisational justice aspects of police legitimacy to ensure our findings are comparable year on year.

Annex A – About the data

Please note the following for the data presented throughout the report.

The source of the data is presented with each figure in the report, and is listed in more detail in this annex. For the source of force in numbers data, please see the relevant section below.

Methodology

Please note the following for the methodology applied to the data.

Comparisons with England and Wales average figures

For some data sets, the report states whether the force's value is 'lower', 'higher' or 'broadly in line with' the England and Wales average. To calculate this, the difference to the mean average, as a proportion, is calculated for all forces. After standardising this distribution, forces that are more than 0.675 standard deviations from the mean average are determined to be above or below the average, with all other forces being broadly in line.

In practice this means that approximately a quarter of forces are lower, a quarter are higher, and the remaining half are in line with the England and Wales average for each measure. For this reason, the distance from the average required to make a force's value above or below the average is different for each measure so may not appear to be consistent.

Statistical significance

When commenting on statistical differences, a significance level of 5 percent is used.

For some forces, numbers described in the text may be identical to the England and Wales average due to decimal place rounding, but the bars in the chart will appear different as they use the full unrounded value.

Where we have referred to the England and Wales average, this is the rate or proportion calculated from the England and Wales totals.

Population

For all uses of population as a denominator, unless otherwise noted, we use the ONS mid-2015 population estimates.

Force in numbers

Workforce figures (based on full-time equivalents) for 31 March 2016

These data are obtained from the Home Office annual data return 502. The data are available from the Home Office's published Police workforce England and Wales statistics, www.gov.uk/government/collections/police-workforce-england-and-wales, or the Home Office police workforce open data tables, www.gov.uk/government/statistics/police-workforce-open-data-tables. Figures may have been updated since the publication.

Projections for March 2020 are budget-based projections and therefore are likely to take into account a vacancy rate depending on a force's planning strategy. In some instances an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a current high vacancy rate which masks this change.

Police staff includes section 38 designated officers (investigation, detention and escort).

Data from the Office for National Statistics 2011 Census were used for the number and proportion of black, Asian and minority ethnic people within each force area. While the numbers may have since changed, more recent figures are based only on estimates from surveys or projections.

Figures throughout the report

Figure 1: Number of public complaint cases recorded against officers (per 1,000 officers) or staff (per 1,000 staff, including police community support officers) compared with England and Wales, in the 12 months to 31 March 2016

The Independent Police Complaints Commission (IPCC) defines a complaint for the purposes of recording as "an expression of dissatisfaction by a member of the public with the service they have received from a police force. It may be about the conduct of one or more persons serving with the police and/or about the direction and control of a police force". A police complaint can be about more than one officer or member of staff and can refer to one or more allegations.³⁰

Data used in figure 1 are data extracted from the Centurion case recording and management system for Police Professional Standards data. We were able to collect the majority of this data through an automated database query, written for us by the creators of the software, Centurion (FIS Ltd). Forces ran this query on their systems

³⁰ *Guidance on the recording of complaints under the Police Reform Act 2002*, Independent Police Complaints Commission. Available at: www.ipcc.gov.uk/sites/default/files/Documents/statutoryguidance/guidance_on_recording_of_complaints_under_PRA_2002.pdf

and returned the outputs to us. This system is used in 41 of the 43 forces inspected. In order to collect the appropriate data from the two forces not using Centurion (Greater Manchester Police and Lancashire Constabulary), they were provided with a bespoke data collection template designed to correspond to information extracted from the Centurion database.

Although the IPCC categories used to record the type of public complaint and the accompanying guidance are the same in all police forces, differences in the way they are used still may occur. For example, one force may classify a case in one category while another force would classify the same case in a different category. This means that data on the types of public complaint should be treated with caution.

Figure 2: Percentage of victims satisfied with overall treatment compared with England and Wales, from the 12 months to 31 March 2011 to the 12 months to 31 March 2016

Forces are required by the Home Office to conduct satisfaction surveys with specific victim groups. Victim satisfaction surveys are structured around core questions exploring satisfaction with police responses across four stages of interactions: initial contact, actions, follow up, treatment plus the whole experience. The data in figure 2 use the results to the question on treatment, which specifically asks "Are you satisfied, dissatisfied or neither, with the way you were treated by the police officer and staff who dealt with you?"

When comparing with the England and Wales average, the standard methodology described above has been used. When testing whether the change in percentage of respondents who were satisfied between the 12 months to 31 March 2015 and the 12 months to 31 March 2016 is statistically significant, a chi square hypothesis test for independence has been applied.

Figure 3: Number of grievances raised by officers (per 1,000 officers) or staff (per 1,000 staff, including police community support officers) finalised compared with England and Wales, in the 12 months to 31 March 2016

The data refer to those grievances that were subject to a formal process (not including issues informally resolved with a line manager). Some of the grievances finalised in this period may have been raised in a previous year. Finalised refers to grievances where a resolution has been reached, after any appeals have been completed. Differences between forces in the number of finalised grievances may be due to different handling and recording policies. Data used in figure 3 were provided to HMIC by individual forces via a bespoke data collection in April 2016 prior to inspection.

Figure 4: Number of rest days in lieu outstanding per officer or police community support officer (PCSO) and the percentage of officers or PCSOs with more than 10 rest days in lieu owed to them compared with England and Wales, as at 31 March 2016

Rest days in lieu are leave days owed to officers or police community support officers when they have been required to work on their scheduled rest day due to operational reasons. Data used in figure 4 were provided to HMIC by individual forces via a bespoke data collection in April 2016 prior to inspection.

Figure 5: Percentage of officers, police community support officers and staff on long-term and short/medium-term sick leave compared with England and Wales, as at 31 March 2016

Long-term sickness is defined as an absence due to sickness that has lasted for more than 28 days as at 31 March 2016. Data used in figure 5 were obtained from Home Office annual data returns 501 and 551. Data on long-term absences can be found in the Home Office police workforce open data tables:

www.gov.uk/government/statistics/police-workforce-open-data-tables