

PCC ACCOUNTABILITY MEETING

(Purpose: To hold the Chief Constable to account and to enable issues to be discussed and decisions made in public)

Date: Wednesday 5 July 2023

Time: 10:00am

Venue: Conference Room, Office of the Police and Crime Commissioner, Building 7, Jubilee House, Falconers Chase, Wymondham

A G E N D A

Item	Time	Agenda Item	Page Number
1.	10:00am	Attendance and Apologies for Absence	
2.		Declarations of Personal and/or Prejudicial Interests	
3.		To confirm the minutes and actions of the previous meeting held on Wednesday 19 April 2023	Page 4
4.	10:05 am	Public Questions	Verbal Update
5.	10:50 am	Police, Crime & Community Safety Plan 2022-24: Pillar 1 - 'Sustain Norfolk Constabulary'	Page 22
6.	11:05 am	Police, Crime & Community Safety Plan 2022-24: Pillar 2 - 'Visible and Trusted Policing'	Page 32
7.	11:20 am	Police, Crime & Community Safety Plan 2022-24: Pillar 3 - 'Tackling Crime'	Page 44
	11:35 am	Refreshment break (if required)	
8.	11:50 am	Police, Crime & Community Safety Plan 2022-24: Pillar 4 - 'Prevent Offending'	Page 56
9.	12:05 am	Police, Crime & Community Safety Plan 2022-24: Pillar 5 - 'Support Victims'	Page 67

10.	12:20 pm	Police, Crime & Community Safety Plan 2022-24: Pillar 6 - 'Safer and Stronger Communities'	Page 78
11.	12:35 pm	Emerging Operational/Organisational Risks	Verbal Update
12.	12:50 pm	A.O.B.	
13.	<u>Date of Next Scrutiny Meetings</u> Strategic Governance Board: Tuesday 11 July 2023 from 2:30pm – 4:30pm Police and Crime Panel: Monday 17 July 2023 from 11:00am – 1:30pm PCC Accountability Meeting: Tuesday 17 October 2023 from 10:00am – 1:00pm		

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**MINUTES OF THE PCC ACCOUNTABILITY MEETING HELD ON
WEDNESDAY 19 April 2023 AT 2:00 P.M. IN THE OFFICE OF THE POLICE
AND CRIME COMMISSIONER, BUILDING 7, WYMONDHAM.**

1. Attendance and Apologies for Absence

In attendance:

Giles Orpen-Smellie	Police and Crime Commissioner, Office of the Police and Crime Commissioner (OPCCN)
Paul Sanford	Chief Constable, Norfolk Constabulary
Simon Megicks	Deputy Chief Constable, Norfolk Constabulary
Mark Stokes	Chief Executive, OPCCN
Jill Penn	Chief Finance Officer, OPCCN
Peter Jasper	Assistant Chief Officer, Norfolk Constabulary
Ralph Jackman	Director of Local Policing Delivery Unit, Norfolk Constabulary
Sharon Lister	Director of Performance and Scrutiny, OPCCN
James Stone	Head of Performance and Scrutiny, OPCCN
Phil Gray	Detective Chief Inspector, Norfolk Constabulary
Lucy King	Inspector, Norfolk Constabulary
Matthew Steward	Sergeant, Norfolk Constabulary
Nicola Atter	Corporate News Manager, Norfolk Constabulary
Kirt Wilkinson	Performance Officer, OPCCN
David Harris	Project Manager, Norfolk Constabulary
Suzanne Crannage	Media and Communications Officer, OPCCN

Apologies for absence:

Gavin Thompson	Director of Policy, Commissioning and Communications, OPCCN
Nick Davison	Assistant Chief Constable, Norfolk Constabulary
Julie Dean	Temporary Assistant Chief Constable, Norfolk Constabulary

- 1.1** Before addressing the agenda items, the Police and Crime Commissioner (PCC) welcomed the attendees and explained this is a hybrid meeting and will be recorded and uploaded to the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) website after the meeting. The PCC also detailed the purpose of the meeting which is for the PCC to exercise his statutory responsibility to hold the Chief Constable (CC) to account for the policing service being provided to Norfolk.
- 1.2** The PCC supplemented his opening remarks by confirming that he decided to adjust his approach to his scrutiny responsibility by prioritising greater visibility of policing. The PCC explained that his rationale behind this approach is that he believes that those who elected him to the role are asking for this refocusing of priorities. He further stated that if the police wish to restore the public's faith in policing, then the police must be visible and accessible within the communities they serve. As a result of the new approach, he confirmed that Pillar 2 of his Police, Crime and Community Safety Plan: "Visible and trusted policing", will be his main effort in terms of scrutiny. However, he stated that this does not change the Police, Crime and Community Safety Plan and it does not change the CC's lead for operational matters. The PCC noted that the CC is just as keen to deliver increased public visibility. He continued by stating that he is keen to explore the practical effects of the expectation gap between the public's expectation of policing versus competing demands placed on the police to deliver visibility.

2. Declarations of Personal and/or Prejudicial Interests

- 2.1** There were none declared.

3. To confirm the Minutes of the Meeting Held on the 31 January 2023

- 3.1** The minutes were confirmed with no objections. The PCC and the CC confirmed that Action 62: "Chief Constable to provide the PCC with a detailed briefing outside of the meeting on officers and staff currently being investigated for Sexual Violence and Domestic Abuse in Norfolk Constabulary", had been completed via a briefing from the Deputy Chief Constable (DCC) and the PCC was content to close this action.

4. Public Questions

- 4.1 The PCC confirmed that he received four questions from members of the public, however as these all referred to traffic issues, specifically in Norwich, he would carry these over into Pillar 6 (i.e. agenda item ten of the meeting).

5. Police, Crime & Community Safety Plan 2022-24: Pillar 2 'Visible and Trusted Policing'

- 5.1 The CC started by outlining the Pillar 2 report. The CC stated that he would be spending more time pulling out and highlighting key points from this pillar as visible and trusted policing was the theme of the meeting.
- 5.2 The first area the CC discussed was public trust and confidence in policing. The CC said that the survey used is a means of taking the temperature of how the public feel towards the police. The survey illustrated a marginal decline in satisfaction rates, however the Constabulary's satisfaction rate was still 85% which the CC considered to be a good rate of satisfaction. The CC stated that the slight decline is a concern to him but considers this to be a reflection of events that have troubled UK policing as opposed to just Norfolk Constabulary. He continued by stating that the same survey highlights that an area for the Constabulary to focus on is understanding the needs of their communities. The CC suggested that this area touches the heart of neighbourhood policing. To that end, the CC confirmed that the Constabulary have commenced a review of their Safer Neighbourhood Action Panels to ensure they are fit for purpose. The CC identified that securing strong attendance at those meetings is sometimes challenging, however they have moved to hybrid equivalent meetings and online voting. Nonetheless, the CC stated that they are looking at how they can be improved as they always want to evolve.
- 5.3 The CC moved onto complaints data as a further measure of trust and confidence in policing. The CC confirmed that within the previous twelve months, 441 complaints about the Constabulary were received. He put this into context, by referencing the Constabulary's current demand in terms of over a thousand calls they receive daily into the control room. The CC stated that 441 complaints is a 7% decrease compared to the previous year. The Constabulary are dealing with those cases on an average of 80 days to try and deal with them in an appropriate and swift manner. The CC confirmed that in 92 of the cases in that period, the service was deemed not acceptable, which represents 22% of the total number of complaints received. The CC went onto state that this leads to several different outcomes. When a complaint is received there is a right to request a review either by the Independent Office of Police Conduct (IOPC) or the OPCCN, and when that is sought, the majority of the time the review has endorsed the outcome from the Constabulary.

- 5.4 The CC discussed conduct cases. He confirmed that the Constabulary looked at 57 conduct cases which is an increase of 43%. He stated that they have seen a rise in recent months following the publication of Baroness Casey's report and following the awareness of the awful conduct from the likes of Carrick and Cousins. The CC said that the Professional Standards Department (PSD) has seen a significant increase in work driven by internal reports, which he considers healthy and is something that is encouraged within the Constabulary. The CC stated that it will take time for those cases to move through the system, however he thinks that there will be an increase in positive findings at police misconduct hearings as they work their way through cases.
- 5.5 The CC then focused on Beat Managers, who are critical to visible policing and confidence. The CC confirmed that the Constabulary has managed to increase the establishment of both Beat Managers and Local Policing Sergeants compared to the previous twelve months and against their long-term average. The CC said that the Constabulary is committed to keeping those officers as free to do their community work as possible. If abstraction of these officers does occur than this is not usually for a full shift. The CC explained that this occurs when there are unavoidable events such as the week where there was a bomb in Great Yarmouth and a murder in the same week. The CC confirmed that the Constabulary is doing its best to maintain them because they are so critical to everything they do in crime reduction with their preventative activity.
- 5.6 The CC referred to the request made by the Police and Crime Panel for the Constabulary to develop work that enables them to quantify the amount of time spent undertaking engagement activity. The CC confirmed that the Constabulary have managed to increase that in the past twelve months despite growing demands for reactive calls for service. Furthermore, the CC suggested that there was scope to increase this further in the year ahead.
- 5.7 The CC confirmed that 999 call demand continues to rise and is 11.9% higher than the previous twelve months. Over the last eight years the Constabulary have seen demand grow year on year by an average of 10%. The CC suggested that not all this demand is police demand, however the Constabulary is dealing with growing volumes of calls and is responding to that well.
- 5.8 The PCC responded to the CC's summary of the Pillar 2 report by asking the CC whether the 22% of police complaints that were deemed unacceptable service had any relation to young and inexperienced officers getting things wrong. The CC accepted that the workforce is young and inexperienced, and that is a challenge. However, the most serious conduct cases are not from the young and inexperienced workforce finding themselves in trouble and

that they are highly motivated and highly excited about a career in policing and are doing fantastic things for the Constabulary every day. The current conduct regime in which the Constabulary work under does not cover reflective practice. But it does recognise that the Constabulary will occasionally get things wrong, and an important component of that misconduct regime is the chance for people to learn and put right and of course inexperience is going to cause some of those aspects. The CC thinks that the inexperienced workforce needs strong supervision and clear direction and confirmed that there have been structural changes put in place with extra investment in supervisors which is assisting with that. To summarise the CC stated that he does not see a correlation between inexperience and complaints. The department that receives the most complaints is the frontline response teams and that is where all the new officers go. Therefore, new officers are going to be overrepresented in the figures, so the CC believes that it is due to the function of the role rather than the person. The Deputy Chief Constable (DCC) added that the point in which the CC is making is that a number of interactions from which they receive public complaints are the most fractious, as they are dealing with people that do not want to be engaged with at that particular moment. The DCC stated that the Constabulary's PSD work through and investigate complaints robustly. Furthermore, complaints are more dependent on the individuals' officers are dealing with and the interaction that they're trying to manage, as opposed to the length of service. The DCC stated that the Constabulary train people to do things in the right way, however, due to the very nature of their roles which involve sorting out conflict, this can generate tension.

- 5.9** The PCC asked the CC to assess performance against Peelian principals, particularly principal two which is to recognise always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions, and behaviour, and to what extent would current performance satisfy Pillar 2 of the Police, Crime and Community Safety Plan? The CC started by stating that he is never satisfied and that he always thinks the Constabulary need to strive for better, particularly in this area. He continued by referencing the earlier public satisfaction survey, which he states other organisations would be envious of. The CC wants to ensure that the Constabulary are diversifying their offerings of public encounters whereby they are providing opportunity for people to make appointments. When the Constabulary is offering video appointments, they are seeing incredibly high levels of satisfaction. The CC continued by stating that the Constabulary made a clear investment in neighbourhood policing, Beat Managers are spending the majority of their time in their neighbourhoods and are engaged in local problem-solving activity. The CC suggested that this is a strong model which is supported by additional functions such as the Rural Crime Team, Safer School Officers, and Moonshot Officers. Furthermore, the CC suggested that neighbourhood policing should not just be preserved by Beat Managers and that where the Constabulary is putting a significant

amount of its investment of their additional Uplift officers is into their Community Support Units. This means that every officer who joins the force will, from week 36 to 54, be in those Community Support Units. They will be under close supervision from some of the Constabulary's best Sergeants and will focus on certain core policing skills such as investigation, service, and interaction with the public. The CC confirmed that these officers would not leave these units until they demonstrate these three core policing skills. This will benefit the public by ensuring that there are additional officers in their neighbourhoods and these officers will have neighbourhood policing philosophy embedded into them. The CC acknowledged that growing demand makes things difficult, especially as a significant amount is hidden policing such as domestic abuse and fraud investigations. These crime types are investigated behind closed doors which means it is very difficult to make such activity visible to the public. The CC suggested that another part of visible policing is being able to get hold of the force quickly when needed. The CC was very pleased with where the Constabulary are with their 999 performance, mentioning that they are one of the strongest in the country, and confirmed that each month since the start of 2023 the Constabulary have answered 999 calls in under 10 seconds in 90% of instances. Despite the strong 999 performance, the CC stated that the 101-call service is slower than he would wish, particularly at peak times, due to the fact 999 calls are being prioritised. The CC hopes that some changes that the force is due to have in place through the 'Right Care, Right Person' initiative may help with that. The CC went on to state that the Force's investigations are improving, and they are modernising the organisation. The CC believes that their culture is getting better and is significantly stronger, better, and healthier than the culture in which he joined when he started his policing career. Finally, the CC observed that the force needs to build balanced capabilities and confirmed that he wants to invest in front-line policing, however, there are many parts of policing that have not had anywhere near the amount of investment that they should have over the last ten to twelve years of austerity. He highlighted areas such as investigations of fraud, rape and sexual offences are significant resource pressures, and he has to balance these with visible policing. The PCC added a supplementary question, asking the CC how the force is selling this message to the public. The CC stated that the Local Communications Officer model is helping in this area, which is located in the county's districts. The CC added that previously the force has not promoted the benefits of activity undertaken to the community as well as they should. The example provided by the CC, was that of a situation where a rural speeding van goes into a village to respond to concerns about speeding. The CC would like to follow this up with a barrage of social media activity to say that the force is listening to the public's complaints, are responding and providing outcomes in terms of prosecutions. The DCC added that he looks at this feedback loop of communication in force performance now, which is not a traditional performance area. The DCC suggested that this is now one of the Constabulary's key performance indicators.

- 5.10** The PCC moved onto his next question, which referred back to the satisfaction survey which the CC touched on in his introduction. The PCC stated that it's pleasing to see such a result in the aftermath of the publication of Baroness Casey's report. However, given that report is about the Metropolitan Police, he asked the CC what the Constabulary is doing to address the concerns arising from that report and thereby hopefully feeding back into increased satisfaction results next time. The CC started by mentioning an action that came out of the PCC's Strategic Governance Board Meeting in March, whereby the Constabulary suggested that they create a table against each of the recommendations within the report and gap analysis where the Constabulary is against them. The CC confirmed that they are in the process of doing that and confirmed that they are not just including the recommendations from Baroness Casey's report, but also previous thematic reviews such as the HMICFRS review on Vetting. The CC is looking to create one master thematic document that the Constabulary can check themselves against. The CC suggested that progress against all recommendations in Baroness Casey's report is going well and he has made a number of internal communications to the workforce about how this really needs to be a watershed moment for policing. The CC confirmed that over the past three months he has been working his way through personal briefings to every Sergeant and Inspector in the force, to make it clear to them his expectations around standards and how they carry out their vital role as a supervisor. The CC stated that one of the consequences of Baroness Casey's report is that the Constabulary has seen a significant increase in conduct investigations within the forces PSD and that most of that is a result of internal reporting. The CC stated this is because they are getting the message out and they are getting it right. Furthermore, the CC confirmed that the force, more broadly, is leading on some longer-term cultural change work which involves workshops with staff and listening events, so they have a good chance to tell the Constabulary what is going on within the organisation. The CC also confirmed that they are anticipating further reform of the police conducts system. To conclude, the CC stated that the Constabulary are doing a lot in this space such as: improving their internal work culture, the Serious Violence Duty, neighbourhood policing improvement board and the work being done on violence against women and girls. They are trying to condense this down into one clear message for the staff. The PCC asked, in relation to the action table of recommendations, whether they were looking at June for a first draft. The DCC confirmed that by the end of May they could potentially have a first draft. The DCC stated that the Constabulary will also be using this as an internal document, so they want to ensure everything within it is aligned appropriately.
- 5.11** The PCC asked the CC about Beat Managers and whether the positions are filled with people who are going to stay in them long-term. The question comes off the back of a visit to a North Coast village who have had someone for decades who's now retired and the replacement, who was seemingly

brilliant, moved on after 18 months and there was frustration within that community as they had just got to know that person. The CC stated that most of the forces Beat Managers occupy these posts for considerable periods of time because they are much sought after jobs. As they are much sought after posts, typically they are filled through a recruitment process so they are jobs that people apply for and the CC cannot impose a tenure period. The CC goes further to suggest that it may be better to have a really talented and driven officer for two years who applied for that job because they desperately wanted it, than someone who is less dynamic in that post for ten years and are treading water. The CC stated that he wants his best people in those roles, and quite often they stay for long periods of time however, sometimes it does mean that they move on. The reality is that sometimes the CC does need to move people on to a different role for a number of reasons. The DCC added, that the force wants their Beat Managers to be of the new generation insofar that they are actively engaged with the suppression of criminality as well as community engagement and this is why they are particularly sought-after individuals.

5.12 The PCC moved onto the Government's new Anti-social Behaviour (ASB) Action Plan. The PCC recognised that Norfolk is not one of the pilot forces, and asked the CC what the Constabulary is doing to embrace the spirit of the plan notwithstanding the lack of resources to do so. The CC confirmed that the Constabulary is certainly investing into the spirit of it and made specific reference to the fact that they have strong operational partnership team models in each of Norfolk's districts, alongside good problem-solving activity with partners which is a key aspect of the ASB Action Plan. Furthermore, the CC highlighted the benefit of having one Community Safety Partnership, which is led by the OPCCN, by having a 'one Norfolk approach' to dealing with ASB. The CC also mentioned that the Constabulary have developed an ASB dashboard so that they can properly understand what's going on in each of their communities. The CC also stated that the force is making increasing use of the new civil powers that are available to them to control or reduce those issues that are blighting their communities. The CC concluded by stating that he would welcome any increases in funding or activity towards this when the government is in a position to do so and believes that the Constabulary have got all the framework in place to be able to do it quickly once it is available. The PCC asked whether the ASB dashboards mentioned will be in the public domain for local authorities and others to use; the CC confirmed that local authorities will be able to access these.

5.13 The final question in which the PCC posed to the CC referred to 999 calls. He asked if the CC could look at seasonality alongside the likely summer spike and the force's ability to cope with that without completely denuding visible policing. The CC confirmed that there is significant seasonality, however last year, every month was the busiest month on record in 999 calls. The CC confirmed that they do have plans in place for the summer and the force is at

the end of a modernisation program for their control room, which has seen more call handlers available. The CC mentioned that the Constabulary is running a course where experienced call handlers sit alongside those who are taking their first calls, this is being done now so that they are ready for the summer period. The CC also confirmed that they have an operation in place where he can move resources into the control room if needed, but this would mean that these resources will be taken off the streets. The CC stated that he believes the control room to be as strong as it has ever been in terms of resourcing, quality of decision making and quality of call handling. The CC also mentioned that during the busy summer period, 101 answering times may have to be sacrificed to prioritise emergency calls which can cause frustration to the public. Therefore, the CC stated that the Constabulary is trying to improve their online offering and is currently changing their website to broaden these offerings even further. The PCC asked whether there is a seasonal spike in spillage from other forces. The CC confirmed that there would be, but it is difficult to quantify. However, it is regular that the Constabulary is answering calls of other Constabularies who perhaps are not as resilient. The CC is confident that Norfolk is a net importer of calls, and they export very few calls, if any, to other Constabularies. The CC stated that he finds this frustrating as he resources his own control room to deal with calls in Norfolk and every time a non-Norfolk 999 call comes in, that takes resources away from Norfolk calls.

6. Police, Crime & Community Safety Plan 2022-24: Pillar 1 'Sustain Norfolk Constabulary'

- 6.1** The Assistant Chief Officer (ACO) introduced the Pillar 1 report. The ACO stated that the report included detail on finance, officers and staff health and wellbeing, as well as updates on ICT, estates, and work of the Horizons Team. The ACO started with highlighting that as of the end of December 2022 the Constabulary was forecasting a £128,000 underspend. The ACO stated that there continues to be increased pressure on utility costs as well as inflationary pressure on other contracts and these are offset against additional income from income streams such as mutual aid. The financial position regarding 2022/23 will be available at the beginning of May 2023.

- 6.2** The PCC asked about Rapid Video Response as the pilot scheme had seemingly gone very well. The PCC asked the CC what he thinks caused this success and where he thinks the pilot will take the Constabulary going forward. The CC stated that this is still a new approach, but their long-term plan would be to extend and roll out the technology more widely either to different crime types or different functions within the Constabulary. The CC mentioned that any extension of the technology will be done with caution as they are committed to making sure that it is a service which is offered, rather than a service that is insisted upon. The CC thinks that Rapid Video Response could lead to greater levels of engagement and be a swifter service with more

immediate contact with the right agencies. The CC stated that it is an efficient way of doing business, it saves on the cost of fuel and allows officers who are not fit for front-line policing to contribute towards core business. He also mentioned that it frees up resource on the front-line which provides for greater visible policing. So far Rapid Video Response has received a rating of 4.8 out of 5 in terms of satisfaction from users. The PCC added that there could be a risk to victims that are not necessarily IT literate or do not have access to the technology. The CC responded by saying that one of the biggest challenges in this area is the adequacy of broadband in some of the more rural areas. However, in such situation the force would default to a visit or a phone call.

- 6.3** The PCC asked a question on Community Support Units. Specifically, he asked the CC what training is available for student officers to ensure they fit the forces culture to better enable them to successfully protect and support Norfolk. The CC started by saying that the Community Support Units are a significant part of the Constabulary's plan to ensure that their officers have the right culture and values. The CC explained how previously all the forces new officers would attend a training school for 23 weeks, they would then be tutored for a further eleven weeks before being let out to the wider world by themselves where they would be faced with everything from a policing perspective. The CC explained that now the Constabulary would keep new officers in Community Support Units until the 54th week of their service which enables them to make sure that those student officers are being supervised by Sergeants. New officers' workload is controlled and can be tailored to them to ensure they receive sufficient experience and develop core skills, such as interviewing, investigating, and engaging with the public or criminals. By this time student officers know what is expected of them in terms of standards and values. The CC also highlighted that during the 54 weeks, student officer progress will be monitored and if they do not provide evidence of the core skills, or progress toward them, then they may leave. The CC said he would prefer to identify issues before a problem occurs, and attrition rates reflect this.

7. Police, Crime & Community Safety Plan 2022-24: Pillar 3 'Tackling Crime'

- 7.1** The CC introduced the Pillar 3 report. Firstly, the CC identified that there has been a plateauing, or even a slight reduction, in domestic abuse related demand, which could be seen as a positive, however he highlighted that domestic abuse is woefully underreported, so it is nothing to celebrate, it is just something to note. The CC stated that the rate and solved number of domestic abuse crimes has increased which is a positive. The CC mentioned that the volume of rape and serious sexual offences continues to increase which are significant investigations for everyone in terms of time and dedicated resource that needs to go into them. There seems to be no end in sight in terms of reduction of this crime type. The PCC interjected and asked

whether the CC was talking about reports of issues or actual issues (as in historical instance or current instance). The CC confirmed that the Constabulary sees a blend, but there is still a significant number of sexual offences reported that are considered non-recent (anything over one year from when the offence occurs to when it is reported). However, the CC confirmed that this does fluctuate to an extent. The CC then moved onto saying how the Constabulary continues to be successful when it comes to County Lines, and they have done some good publicity on this recently to demonstrate to members of the public the fantastic impact that the force had closed down eight more County Lines in the last two months of 2022. The CC stated that agricultural crimes stats were looking good, as hare coursing continues to decline along with slight reductions in farm machinery thefts. The PCC added that with the Royal Norfolk Show coming up, the OPCCN will be doing some Q&A sessions to look at agricultural crime further.

- 7.2 The PCC asked the CC about the announcement made by the Policing Minister last week on how the police tackle crime. The PCC asked whether the CC was able to quantify or give an indication of the effect of those announcements on the Constabulary and within the county. The CC confirmed that one of the announcements was the endorsement of the 'Right Care, Right Person' approach which the Constabulary are in the process of implementing. This approach will see the Constabulary taking a different position when it comes to calls that are non-policing activity. **Action 63: The CC and PCC to spend some time discussing how the Constabulary will engage with the public in terms of demonstrating the changes the 'Right Care, Right Person' approach will bring to Norfolk.** Another announcement made by the Policing Minister, which is coming soon, is that they ordered a review of the National Crime Recording Rules. The CC confirmed that he, and three other Chief Constables, met with the Policing Minister a number of months ago at a round table event to demonstrate the bureaucracy that the current crime recording rules place on officers. The response is two pronged: the Policing Minister has ordered a review of the entire rulebook however this is going to take time and he wanted some quick wins; therefore, he announced four changes to the rules which the CC summarised by explaining the principal counting law. This will mean that when the force gets called out to a crime, they will only need to record the most serious crime. The CC thinks the impact of this will save hundreds of thousands of hours in time nationally. The CC stated that he thinks now is a good time to raise this question by referencing the quarterly publication of the Office of National Statistics (ONS) Crime Statistics. The CC said that for a number of years the force has been explaining some of the increases by referencing the close adherence to the growing rulebook. Now this rulebook is shrinking so in the next ONS publication there may be some reductions in crime, however the validity of the crime statistics may be limited unless the person reviewing the crime has a clear understanding of how the rules have

changed. The CC stated that he views the Crime Survey of England and Wales as the most authoritative measure of crime statistics. The PCC accepts that inevitably we are not going to get one source of truth in the short-term due to these changes. The CC added that with these changes it will mainly be violent crime that will be changed. Finally, the CC mentioned that there will also be a classification change relating to burglary. This means that the Constabulary will record a burglary dwelling crime when it is just the dwelling that has been burgled, not an outbuilding. The CC finalised this by saying that these changes will need some explanation for the public as well as the OPCCN as they hold the CC to account for those figures.

- 7.3** The PCC asked the CC about the number of rape and serious sexual offences increasing against the solved rate and whether there are any initiatives, models or projects that have been used elsewhere which Norfolk could adopt. The CC referenced Operation Soteria which is an approach to rape and serious sexual offences which was trialled by other forces which sets out some clear principles for investigations that best support victims, which also hopefully in turn leads to better outcomes for those victims. The CC confirmed that Norfolk Constabulary has adopted all the Operation Soteria principles into how to investigate rape and serious sexual offences. The CC described the model of Operation Soteria by stating that it consists of six Pillars all based around the relentless pursuit of offenders and putting more focus on the offender rather than the victim, whilst ensuring that the forces engagement and support of victims is strong. The CC confirmed that locally the Constabulary has been running a pilot called Operation Engage which revolves around how the force supports victims of serious sexual offences during the challenging period of providing evidence to ensure that they stay with the investigation. The CC stated that the Constabulary has invested in their Police Digital Investigators so that they can handle victim's phones and turn them around within 24 hours. This investment was partly made through precept funding to ensure that the force has the capabilities to turn devices round quickly. The CC added that a significant part of Operation Soteria is the training skills that are given to staff and all those Soteria training products are shared with the forces' officers. The CC mentioned that rape investigations can take many months to investigate, and they are reliant on the Crown Prosecution Service to review the evidence as well. The PCC asked how the staff are in terms of how they feel about investigating these types of crime and are the Constabulary doing enough to ensure they can deliver these investigations from a mental health and wellbeing perspective. The CC started by saying how the officers investigating these crime types are frequently exposed to reviewing some of the worst behaviours, however the force offers support by ensuring they are working in fit for purpose facilities. The CC added that the Constabulary has invested in those facilities in their two new investigation hubs and the Online Abuse Team have recently moved into a redecorated office that is more fit for purpose. Officers in these roles have access to the forces Employee Assistance Programme which is a

24/7 phone line which does not require managerial permission to use. The CC mentioned that they have a workforce where supervisors are much more attuned to these kinds of issues than ever before. The thing that worries the CC is the suggestion of mandating rape investigation teams; the CC suggested that breaking the officer's workload up with a burglary or theft for example could help with their mental health and wellbeing, so they are not exposed to rape and serious sexual offences every day.

- 7.4 The PCC then asked the CC what his early reflections are of the new Strategic Police Requirements. The CC commented that the requirements have gone from 14 pages to 77 pages with no additional funding to deliver this. The CC confirmed that he had been through the documents to check the Constabulary's capabilities against the new Strategic Policing Requirement, and he is confident that the force will meet those capabilities. The CC identified that the Constabulary's most vulnerable area is fraud, as it is a growing problem within the country and Policing UK have still got some way to go before there is a resilient model in place locally, regionally, and nationally.

The meeting had a short break and reconvened at 15:35

8. Police, Crime & Community Safety Plan 2022-24: Pillar 4 'Prevent Offending'

- 8.1 The DCC outlined the report in relation to Pillar 4. He started by mentioning that Norfolk Constabulary continue to play a key role in county partnerships, both statutory and non-statutory. He further stated that they are pushing hard on diversionary activity through the likes of conditional cautions or community resolutions on those on the cusps of crime. The DCC commented on the Constabulary being heavily involved with children and vulnerable adults and making appropriate safeguarding decisions when necessary. He explained that the Constabulary is doing significant work around the Serious Violence Duty and the Norfolk Drug and Alcohol Partnership. The DCC also mentioned the Domestic Abuse Perpetrator Partnership and that the Constabulary have 14 perpetrators involved. The DCC stated that one of the key performance measures for him is detection rates, that being what is the Constabulary's conversion from crimes coming in, to individuals being charged, and equally there is an opportunity to divert people away from crime. The DCC is looking at the Constabulary's conditional caution rates and their community resolutions. The DCC suggested that there are increases across these, however it is important to only use these if it is right for the victim and the perpetrator. The PCC asked the DCC what the mechanism is for determining what is right for the victim. The DCC confirmed that they ask the victim to ensure it meets their wishes.

- 8.2 The PCC asked the DCC what Norfolk was doing to address the point highlighted in the recent thematic HMICFRS report on Serious Youth

Violence that policing in general perhaps does not understand the levels of racial disproportionality in serious youth violence, whilst being mindful of Stephen Lawrence Day coming up. The DCC stated that firstly, through the National Police Chiefs Council, an operational standards and guidance set of data requirements around protected characteristics is being developed around this specific issue to ensure that Norfolk Constabulary is collecting data relative to the national position. At a local level, the DCC said that the Constabulary developed a data dashboard which provides the right focus around victims, suspects and offenders to better understand their profiles.

- 8.3** The PCC then asked the DCC about Out of Court Disposals with emphasis on what more the Constabulary could do to ensure that first time offenders are being kept out of the Court System, especially if they are a juvenile. The DCC suggested that they need to listen to their communities because some of the offences that occur with juveniles are serious. However, the DCC stated that the Constabulary have been working within this area for some time now and the number of young people aged 10-17 years old going through the court system has declined. The DCC confirmed that for the last calendar year, 360 young people were referred to the Youth Justice Services and of these, 176 were given a 'Challenge for Change'. The CC added this is why it is also important for the Constabulary to have police officers in schools as so much of their work is about intervening at earlier signs of trouble before they even get to any further stage. The DCC suggested that he and the PCC speak outside of the meeting to see whether they can arrange for the PCC to go out with Safer School officers to see the work they are doing on the ground. The CC also stated that this also links in with the ASB Action Plan as the Constabulary investigated ASB incidents within a certain circumference of where the Constabulary positioned Safer Schools officers. The CC also suggested that if further funding were to come the Constabulary's way, then this would be an area in which they would potentially invest in.

9. Police, Crime & Community Safety Plan 2022-24: Pillar 5 'Support Victims'

- 9.1** The DCC outlined the report on Pillar 5. The DCC identified that one of the key issues under this Pillar is where the Constabulary is at with the Victims Code of Practice (VCOP). The DCC suggests that this has been challenging in the sense that some of the systems do not always help the Constabulary to interrogate and identify information. However, the DCC stated that the Constabulary now has the VCOP Dashboard which is live and is being used to help the force better see what is going on. The DCC added that one of the key drivers into the organisation is quality of investigations, especially making sure that the force secure evidence appropriately and lines of inquiry in a timely manner. The final key component was ensuring that the victim is cared for, ensuring that they are updated and understand what the force is doing and when they are doing it. In terms of quality of crime investigations, the DCC added that significant work has been done in this area in making

sure that the force has the right data and the right implementation of that data. Furthermore, the Operation Investigation training team is very active in ensuring that investigators have the right skills to provide quality investigations. Going forward, the Constabulary is looking into providing the victim with broader levels of satisfaction. They are looking at Op Converter Teams which are teams that allow the force to go back to perpetrators of crime and talk to them pre and potential post-sentence about other crimes in which they may have committed. This will enable the Constabulary to get back to a wider number of victims of crime to say that the force knows who committed the crime and provide them with an outcome.

- 9.2** The first question in which the PCC put forward was in relation to the Victims and Witness Care Team. The PCC highlighted how recruitment seems to be an issue within the team and asked the DCC to address this. The DCC started by saying that this is largely due to system delays, therefore the workloads within the team become repetitive or they are duplicating work. The DCC confirmed that there are now 38 individuals in that team, and the Constabulary has a budget to take up to 42 individuals. The DCC mentioned that there are several temporary posts within the team which pose challenges long-term. The DCC commented that they are trying to make these vacancies as attractive as possible, and the modern workplace is helping with that. The CC added that the main reason people are leaving these posts is because they are getting tired of ringing up victims to tell them that their case has been delayed again. They are also on the receiving end of the feedback from the victims who are rightly and justifiably frustrated with the process, none of which is caused by policing. The CC commented that the Crown Courts are struggling to recover from the pandemic which has led to significant backlogs. The PCC noted that this appears to be a longer-term problem and that he shall be raising with the Minister the issue of the transfer of costs to policing and how policing ends up carrying the burden because other partner agencies are taking a step back. The DCC added that the police are the face of this delay even though it is not the police that are causing it. They are the ones having the conversations with the victims, so it reflects negatively in terms of satisfaction and how people perceive the police. The DCC also noted that despite this, the Constabulary does still have constructive relationships within this area with partners, it is an issue of challenges in the court system with capacity and demand and trying to balance this. The CC added that he would not let the backlogs in the system deter the Constabulary from making arrests, however this will continue to put pressure on a system already under strain.

10. Police, Crime & Community Safety Plan 2022-24: Pillar 6 'Safer and Stronger Communities'

- 10.1** The Director of Local Policing Delivery Unit (DLPDU) outlined the report under Pillar 6. The DLPDU highlighted that there has been an increase in

killed or seriously injured collisions compared to the previous twelve months and the long-term average. The DLPDU confirmed that every event is analysed, however the force is not seeing any pattern other than driver error in terms of preventative activity, but further analysis is ongoing. The DLPDU mentioned that there have been road safety campaigns around speed, insurance and drink and drug campaigns. These resulted in arrests and offences committed; 4,000 in the speed campaign within two weeks and 156 arrests made in the drink and drug drive campaign in December 2022. The DLPDU confirmed that there is continuing focus on the fatal four, which are: mobile use, seat belt, speeding and drink and drugs. The DLPDU added that he attended the Community Speed Watch conference in the morning and highlighted the new system that will unlock the power of data that is continually being captured on the roads across the county. Once the force gets access to that data this should inform them better in terms of focusing on enforcement and education efforts going forward. The DLPDU identified that Norfolk remains a low burglary crime county, however vehicle crimes have increased slightly but these levels are still lower than pre-pandemic levels. Robbery offences are still below the long-term average and are being solved at a higher rate. There has also been a significant increase in the percentage of hate crimes that have been solved compared to the long-term average. The DLPDU mentioned that there has been a focus on preventing catalytic converter thefts in terms of press releases, social media, and some analysis to understand the makes and models of vehicles being targeted. In relation to the Violence Against Women and Girls Strategy, the Constabulary have targeted patrols (StreetSafe) which are very present in Norwich, Great Yarmouth and Kings Lynn. The DLPDU mentioned the good work of volunteers and the force has a thriving cadet scheme. The Constabulary has risen to second in the nation, in terms of thresholds met for their cadet scheme. The Special Constabulary is static in terms of numbers; however, the force has seen a slight rise in hours given which the force is grateful for. Also, numbers went up in Police Support volunteer roles in areas such as Neighbourhood Watch, CCTV viewing and Community Speed Watch Members.

- 10.2** The PCC asked the CC about the increase in vehicle crime (1,800 vs 1,606 over the previous 12 months) and whether catalytic converter thefts and car meets contribute towards this. The CC responded confirming that they are, and added that the force has seen a spike across the region in terms of catalytic converter thefts which has been met with some disruption activity from the force. The Constabulary arrested three males in Cambridgeshire on the 26 March 2023, all of whom have been charged, so the force hopes this will have an impact on the level of catalytic converter thefts going forward. The CC suggested that car meets can be an issue, and can link in with ASB, as there are a number of gathering points across the county, most prominently Broadland, South Norfolk and Breckland. It is important not to assume that everyone that attends these car meets acts in an anti-social way, it is just a small minority that act in a way that could be considered anti-social. The Constabulary's Roads policing team

and Moonshot teams are aware of the issues.

- 10.3** The PCC moved onto the four public questions in which he received. The first followed on from recent media coverage around the pedestrianised Exchange Street in Norwich and issues of enforcement of the City Council's traffic restrictions. The PCC asked the CC to comment on the issue of enforcement in this area. The CC confirmed that since the pedestrianisation of that zone, there has been some enforcement carried out, however there is clearly a high level of non-compliance with the zone. The Constabulary consider education and adequate signage to be important tools to help solve that. The force therefore raised these concerns with the appropriate partners for additional signage which has now been put in place and will wait to monitor its impact. The Local Policing Team are aware of the issues and will look to intervene when they witness offences. It is important to recognise that it is used for delivery and taxis too, so the key is to be proportionate in enforcement. A long-term solution could be to install enforcement cameras, however that would be a matter for the local authorities.
- 10.4** The PCC asked the CC to comment and set out the legal position about police enforcement within 20mph restricted areas. The CC confirmed that there are two types of 20mph area. The first is a 20mph speed limit, which is established with legal authority of a traffic order. Secondly there are 20mph zones, which do not have the legal authority of a traffic order and are designed to be self-enforcing through signage or other traffic calming measures. The Department for Transport states that to achieve compliance there should be no expectation in the police to provide additional enforcement beyond their routine activity. In the absence of a traffic order, the minimum speed limit remains 30 mph. The CC suggested that the Constabulary take a responsible and proportionate approach to enforcement of 20mph limits based on assessment of risk. The DCC added that the force uses data to assess risk and focus resources on areas where killed or seriously injured collisions occur more frequently.
- 10.5** The PCC moved onto the third public question which related to motor vehicles being parked on pavements and causing a nuisance. They ask what laws are in place for the police to use enforcement against dangerous parking. The CC commented that the law changed in 2011 to place responsibility on Norfolk County Council for general parking matters, so they are no longer in the hands of the police service. However, there is legislation under section 137 of the Highways Act 1980 which states that if a person without a lawful authority excuse wilfully obstructs trade passage along a highway, they are guilty of an offence. The force can therefore enforce obstructions of the highway, however that would be for an individual officer to assess on a case-by-case basis and ensure the Constabulary's response is proportionate.
- 10.6** The final question the PCC put forward from members of the public was in relation to Operation Snap. The member of public who submitted this question

considers the operation to be an effective way of engaging the public in reporting and enforcing road traffic offences. The Road Safety Trust is currently offering grants of up to £50,000 to trial this, would Norfolk therefore consider running this pilot scheme. The DLPDU responded by stating that the Constabulary recognises the advantages of Operation Snap and supports the public around the opportunity of submitting footage and securing prosecutions against those offending drivers. However, implementing a new scheme would mean that the Constabulary would require additional resources, therefore issues around parking offences are to be dealt with under the existing services previously outlined by the CC.

11. Emerging Operational/Organisational Risks

- 11.1** The PCC asked whether there has been significant operational call on the Constabulary in relation to the upcoming Coronation. The CC confirmed that they continue to be informed of local community events across the county which should not cause significant demand.

12. A.O.B

- 12.1** There was nothing discussed under Any Other Business.

13. Date of the Next Meeting

- 13.1** The next meeting is scheduled to take place on Wednesday 5 July at 10:00am in the Office of the Police and Crime Commissioners Conference Room, Building 7, Falconers Chase, Wymondham.



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Giles Orpen-Smellie
Police and Crime Commissioner



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Paul Sanford
Chief Constable



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – July 2023

SUBJECT: Constabulary update on Pillar 1 (Sustain Norfolk Constabulary) of the Police and Crime Plan

SUMMARY: The report sets out a short summary update of key Constabulary activity contributing to elements 1-7 of Pillar 1 of the Police and Crime Plan.

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report.

Overview for each section is provided in Appendix A

PILLAR 1 SUSTAIN NORFOLK CONSTABULARY

(1) Maintaining an Effective and Efficient Policing Service

- This report is the financial outturn report for 2022/23. The total Group Revenue Budget has an overspend of £0.241m (0.12% of net revenue budget).
- The high-level summary is as follows:

	Budget 2022/23 £000	Outturn £000	Over(-)/Under spend £000 %	
Officer of the Police and Crime Commissioner	1,237	1,250	(13)	(1.08%)
PCC Commissioning	1,533	1,310	223	14.54%
Chief Constable Operational Spending (including capital financing)	204,816	206,684	(1,868)	(0.91%)
Transfer to / from Reserves	789	(628)	1,417	179.55%
Chief Constable Operational Spending (net)	205,605	206,056	(451)	(0.22%)
Specific Home Office Grants	(14,657)	(14,657)	0	100.00%
Total	193,718	193,959	(241)	(0.12%)

Table 1: High-level summary of the Group Revenue Budget as of 31st March 2023

- The approved movements in reserves (see Section 6) to balance the final overspend of £0.241m is:-

	£000
Transfer to PCC Reserve	210
Transfer from Budget Support Reserve	(451)
Total	(241)

- The Constabulary Revenue Budget outturn is an overspend of £0.451m (0.22% of budget) at the year-end. The main variances are explained below and provided in the following table:

	Budget 2022/23 £000	Outturn £000	Over(-) / Under spend £000
Pay Related Costs	166,613	167,506	(893)
Other Employee Costs	1,867	1,844	23
Property Related Costs	18,221	19,059	(838)
Transport	3,821	3,925	(104)

Supplies and Services	15,507	16,548	(1,042)
Third party payments	3,459	3,432	27
Income	(10,431)	(11,099)	668
Capital Financing	5,759	5,468	291
Transfer to / (from) Reserves	789	(628)	1,417
Total	205,606	206,056	(451)

Table 2: The Constabulary's revenue budget as of 31st March 2023

- A full and comprehensive report explaining these variances has been submitted to the Police & Crime Commissioner and the Police & Crime Commissioner's Chief Finance Officer.

Capital

- The Capital Budget and forecast expenditure is as follows:

	Original Budget	Changes to be approved	Revised Budget	Outturn	Variance
	£m	£m	£m	£m	£m
Slippage from 2021/22	6.317	0	6.317		
Table A – schemes approved for immediate start 1 April 2022	8.412	0	8.412		
Total Capital Programme	14.729	0	14.729	11.587	3.142
Table B – schemes requiring a business case or further report to PCC(s) for approval	2.724	0	2.724		
Total	17.453	0	17.453		

Table 3: Capital Budget and Forecast expenditure

- The outturn at year-end is £11.587m. There is an underspend of £3.142m relating to the re-profiling of Estates schemes (Bethel Street Police Station and Norfolk Learning Centre) and underspend against Broadland Gate project, anticipated delay in the delivery of vehicles and various ICT projects slipping into next financial year. £2.838m of this underspend will be required as slippage into 2023/24.

(2) Continue to Invest in and Support Officer and all Police Staff’s Health and Wellbeing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Sustain Norfolk Constabulary	Establishment for Police Officers	1,800	1,666	1,644	8.0%	9.5%
	Police officer strength	1,807	1,737	1,691	4.0%	6.9%
	Establishment for Staff	1,363	1,294	1,265	5.3%	7.7%
	Staff strength	1,290	1,259	1,193	2.5%	8.1%
	% hours lost to sickness for Police Officers	4.0%	5.3%	4.6%	-1.3p.p	-0.6p.p
	% hours lost to sickness for Staff	5.1%	5.1%	5.0%	0.0p.p	0.1p.p

Table 4: Establishment, strength and sickness of Police Officers and Staff

The date range for the Last 12 months was 01/03/2022 – 28/02/2023. The date range for Previous 12 months was 01/03/2021 – 28/02/2022. The date range for the long-term average was 01/03/2019 – 28/02/2022.

- Police Officer Strength at the end of February was at 101% of the establishment, which is stable with the previous update.
- A total of 30 transferees were appointed within the 2022/23 financial year, which is unchanged owing to the Project Uplift moratorium.
- Sickness absence in the last 12 months has been lower than the previous 12 months, and within 0.1 percentage points of the long-term average.
- At 28th February 2023, a total of 131 Student Officers had been recruited under Policing Education Qualifications Framework (PEQF), with 22 joining in February.

(3) Equipping all the Workforce with Modern and Innovative Tools and Technology

ICT Update

- The new Norfolk and Suffolk Constabularies ICT strategy has been approved. The strategy will be officially launched by the end of June once the communications plan has been confirmed with our Corporate Communications Department. The strategy will focus on the core architecture, strategic principles, deliverables, and metrics to ensure it meets the future national and regional digital needs of the forces.
- Norfolk and Suffolk continue to make significant progress in the rollout of the Intune Mobile Data Management (MDM) solution. This will allow the forces to end some existing expensive BlackBerry mobile contracts and will deliver a more cost effective and efficient mechanism for managing mobile devices. The work is almost complete and the old legacy contracts have been terminated.
- Planning for some significant ICT refresh programmes continues for 2023/24 on a number of key ICT End of Life (EOL) pieces of work that need to be completed this year.
- Work progresses on the OPTIK system (an integrated mobile solution for frontline officers), with enhancements to the Domestic Abuse response due to go live in Q2 2023, alongside a development which will allow officers to get access to international policing data through their mobile devices.

- An in-house mobile application development to record assaults on Police Officers and Police Staff and Use of Force for frontline officers went live in Q1 2023.
- On the national and regional delivery side of ICT solutions, our teams have been heavily involved in 5-Force Digital Asset Management System (DAMS) to store, analyse and index digital media from a single repository, i.e. CCTV, Body Word Video, Smartphones, digital interviews, dashcams etc, which is still on track for October 2023 go live. Athena (the 9 force crime management system) have confirmed a revised go live date of January 2024 for the new Digital Case File (DCF) release.
- There is a four-month delay to the start of UAT4 for the 7-Force Wet Digital Case Management solution (Nimbus). We currently await a new go live date following this delay.

Fleet Update

- The tender specification to appoint a consultancy service to produce an Electric Vehicle and Charging Strategy has been signed-off. The Vehicle Fleet Strategy is on-hold pending the findings of this consultancy work.

(4) Achieving Best Value from Police and OPCC funding

- Norfolk Constabulary was subject to a Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection by His Majesty’s Inspector of Constabulary and Fire & Rescue Services (HMICFRS) in 2022. The resulting report was published in October 2022. The force received the following gradings:

Outstanding	Good	Adequate	Requires Improvement	
Good use of resources	Preventing crime	Responding to the public	Treatment of the public	
	Managing offenders	Investigating crime		
	Developing a positive workplace	Protecting vulnerable people		

- In addition to the PEEL gradings, the inspectorate set out eleven Areas for Improvement (AFIs). Progress against each AFI is monitored through a monthly meeting chaired by the Deputy Chief Constable.
- The PEEL inspection is a process of continuous assessment. The continual assessment model enables HMICFRS to gain a broader and more comprehensive understanding of force performance.
- When we are next inspected, we will be assessed against the 2023 – 2025 PEEL Assessment Framework (PAF). HMICFRS have published the framework but have not yet confirmed the date of our in-force inspection activity.
- We continue to progress recommendations from national thematic reports that are allocated to all forces in England and Wales. During this reporting period

HMICFRS have published one thematic report - 'An inspection of how well the police tackle serious youth violence'.

(5) Delivering an Effective Estate Management Strategy

Key Estates Projects

- 2022/23: Norwich City Police Station – Refurbishment - Contractor tenders for the required site and building refurbishment works have now been received and are under evaluation prior to a recommended award to the PCC.
- 2023/24: North Norwich / South Broadland – Under Review - The availability of sites is being explored for the location of a future new response police station subject to future funding settlements.
- 2024/25: Great Yarmouth & Gorleston – Under Review - Future operational needs of the area are under review and the impact of the Great Yarmouth third river crossing will be assessed after opening in summer 2023, again subject to future funding settlements.

Emergency Services Collaboration on Estates

- Further emergency services collaboration is being progressed with plans advancing for the future site sharing at Acle, Loddon and Sprowston Fire Stations. This will enable Beat Managers to have desk space within a secure environment on the area they police. Agreements are being finalised with Norfolk County Council for these proposed shared sites.

Property Disposal

- Outline planning permission for residential use is being sought on the surplus former Acle, Sprowston and Swaffham Police Station sites.

Carbon Reduction

- Works to provide Harleston and Long Stratton Police Stations with new electric air source heat pumps have been completed.
- A new Carbon Reduction & Environmental Action Plan 2023-2030 has been drafted and awaits publication on the Office of the Police and Crime Commissioners web site.
- A new Biodiversity Action Plan 2023-2030 has been drafted and awaits publication on the Office of the Police and Crime Commissioners web site.

(6) Designing Policing Services to 2030 and Beyond

The Horizons team are preparing work around several innovation projects, including:

- “Operation Discovery” - a pilot aimed at improving the timeliness and quality of crime investigations launched in June 2022 in the King’s Lynn and Breckland Districts. The pilot includes a toolkit for supervisors to identify and overcome common difficulties during the investigation process. The success of the pilot

has led to a county wide rollout of the initiative from April 2023. Investigations are being completed in a timelier manner with a greater rate of positive outcomes with the new approach.

- “Rapid Video Response” – is a pilot to consider the use of video meetings to deal with a crime complaint. The pilot was launched in October 2022 and for the reporting period, 378 appointments have been completed by video. During the pilot, the caller is given the option to talk to a police officer by video appointment at a time and day suitable to the caller. Satisfaction remains high with users of the service scoring it 4.8 out of 5. Eight out of ten people using the service had indicated they would use it again if they had to speak to police for a similar matter. A decision was made in March to extend the pilot to further explore the potential and wider benefits of Rapid Video Response in providing an excellent service to the people of Norfolk.

(7) Continued Collaboration with Other Blue Light Services

- Following a business case by the Office of the Police and Crime Commissioner, both Police and Fire in the county have agreed a strategic position that they will voluntarily coordinate where an improvement can be achieved to a service delivered or a saving can be achieved for one or both organisations.
- • The Constabulary and Norfolk Fire and Rescue service now share a headquarters premises at Wymondham with the Fire Service stations around the county offering a number of opportunities to co-locate front line or neighbourhood resources.
- • A shared control room enables both emergency services to work closer together and discuss and coordinate deployments when both services are dispatched to an incident.
- • Both organisations community partnership work is collaborated within one department where both teams can look to link up around key subjects such as prevention work and making the road network safer. The Fire and Police drone teams work closely together to provide a 24/7 response to calls for service.
- • The Home Office continues to develop its strategic direction for continued emergency service collaboration with the publication of its white paper on Fire Reform in May 2022 and the Police and Crime Commissioner continues to maintain a watching brief.

Appendix A - Overviews for each section of Pillar 1

(2) Continue to Invest in and Support Officer and all Police staff's Health and Wellbeing

Overview

- The Constabulary sets out below a summary update on:
 - Establishment
 - Police Education Qualification Framework (PEQF)
 - Wellbeing
 - Absence Management

The table will track the associated relevant key data around these areas.

(3) Equipping all the Workforce with Modern and Innovative Tools and Technology

Overview

- The Constabulary runs several significant development programmes to ensure its infrastructure and technology matches the requirements for policing. Set out below are short summary updates from the:
 - ICT Strategy
 - Digital Strategy
 - Vehicle Fleet Strategy

Periodically the Constabulary will also set out here any additional key work it feels would be relevant to highlight.

(5) Delivering an Effective Estate Management Strategy

Overview

The Constabulary will provide an update on:

- Key Estates Projects
- Emergency Services Collaboration on Estates
- Property Disposal
- Carbon reduction Plans

The new Estates Plan for 2022-2025 has now been published on the Police and Crime Commissioners web site.

(6) Designing Policing Services to 2030 and Beyond

Overview

- Following on from the successful Norfolk 2020 Programme, the Constabulary Horizons Team was established to build a scalable, adaptable policing model capable of delivering the best service with the available resource and budget.
- The team as part of their work which covers projects over both short and long term, will develop the Constabulary's 2030 strategic approach.

END.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – July 2023

SUBJECT: Constabulary update on Pillar 2 (Visible and Trusted Policing) of the Police and Crime Plan.

SUMMARY: The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 & 6 of Pillar 2 of the Police and Crime Plan.

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report.

Overviews for each pillar have been provided in appendix A

PILLAR 2: VISIBLE AND TRUSTED POLICING

(1) Improving public trust and confidence in policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Public Perceptions: Police doing an excellent/good job	85%	86%	Data not available	-1.0p.p	Not applicable
	Public Perceptions: I have confidence in the police in my local area	79%	78%		1.0p.p	
	Public Perceptions: Deal with crime/ASB that matter	59%	55%		4.0p.p	
	Public Perceptions: Understand issues that affect your community	63%	61%		2.0p.p	
	Public Perceptions: Satisfaction with the level of policing in your local area	56%	51%		5.0p.p	

Table 5: Public Perceptions survey data.

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022.

- 85% of those surveyed in the reporting period felt that Norfolk Constabulary were doing a good or excellent job, demonstrating strong confidence in general policing across the County. This is a 1% reduction on the previous 12-month period.
- There have been pleasing improvements across public perceptions of policing in Norfolk over the last 12-month period. Increased confidence in the police overall, increased confidence that the Constabulary will deal with crime and anti-social behaviour, improved understanding of issues affecting the community, and increased satisfaction with the level of local policing are welcomed, but still show room for further improvement.
- The introduction of the Local Communications Officer (LCO) role has amplified the online and offline presence of our local policing teams within their communities.
- Beat Managers and the Community Policing Team are protected assets, dedicated to working visibly in neighbourhoods.
- The new National Police Chiefs Council (NPCC) Neighbourhood Policing Performance Framework is being piloted by a number of forces outside of Norfolk.
- Our new Neighbourhood Policing Strategy, which is now in the consultation stage, will help to bring a more standardised approach to the delivery of neighbourhood engagement, problem solving and targeted activity in our communities.

Police and Crime Plan – Pillar 2 – Visible and Trusted Policing

Area	Indicator	Last 12 months	Previous 12 months
Visible and trusted policing	PSD data complaints	406	470
	PSD data complaints documented within 2 working days	75.9%	87.4%
	PSD data complaints complainant contacted within 10 working days	83.2%	58.7%
	PSD data complaints time to resolve - Schedule 3 only (average in working days)	90	70
	PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	40	42
	PSD complaints finalised where service provided not acceptable	98	49
	Reviews upheld	16	10
	Chapter 13 letters	12	5
	PSD conduct cases	67	44
	Misconduct hearings	4	4
	Misconduct meetings	11	1
Police Appeals Tribunal	1	0	

Table 6: Professional Standards Dept data; complains, time to document, complainants contacted, time to resolve, complains upheld and Chapter 13 letters.

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022.

Police Public complaints are made by members of the public in relation to the conduct of those serving in the Force and recorded under Schedule 3 of the Police Reform Act (PRA) 2002.

Schedule 3: - The complaint must be recorded and handled under Schedule 3 of the legislation if the complainant wishes it to be or if it meets certain criteria as defined within the guidance.

Outside of Schedule 3: - The complaint can be logged and handled outside of Schedule 3 with a view to resolving the matter promptly and to the satisfaction of the complainant without the need for detailed enquiries to address the concerns.

Complaint: - Any expression of dissatisfaction with police expressed by or on behalf of a member of the public.

Complaints Update

- In the reporting period, 406 complaints were received. This is a decrease of 14% compared to the previous year.
- 75.9% of complaints were logged within two working days, and 83.2% of complainants were contacted within 10 working days. Contact times have improved when compared to the previous 12-month period where 58.7% of complainants were contacted within 10 working days. The database used to record Complaints (Centurion) was upgraded in October 2022. Unfortunately, the update caused an error which resulted in the database becoming unusable for a period. The loss of Centurion affected our ability to log and contact complainants for several weeks. This has had an impact on our timeliness when measured over a 12-month period but has not impacted the last quarter.
- Schedule 3 cases took, on average, 90 working days to finalise from the date the complaint was recorded to the date the complainant was informed of the result. Cases handled outside of Schedule 3 took an average of 40 working days to resolve.
- In 98 of the 406 (24%) finalised cases, the service provided was deemed 'not acceptable'. In cases where the service provided has not been acceptable, investigating officers are encouraged to identify learning, both individual and organisational, to deliver a future reduction in similar cases. Identified learning is reviewed monthly to identify trends and seek solutions.
- This slight rise in 'service unacceptable' cases might be explained by the ongoing complaint handling training being delivered to Sergeants and Inspectors. PSD are

delivering weekly training inputs, in which complaint handlers are encouraged to accept responsibility for mistakes, not to be defensive, and to seek learning and improvement. This is in line with the drive from the IOPC and current regulations. Previously there has a culture of defensiveness over learning, which we are trying to discourage.

- The complainant has a right to request a review if they are dissatisfied with the outcome of their complaint investigation. The Independent Office of Police Conduct (IOPC) determined on 23 reviews, identifying eight that required further work. The Local Policing Body (The Office of the Police and Crime Commissioner) determined on 41 reviews, with eight being upheld as requiring further work.
- Where a local investigation is not completed within 12 months, the appropriate authority must provide the Local Policing Body (OPCC) and the IOPC with a report outlining the steps taken to progress the investigation (this is referred to as a Chapter 13 Response). Within the last 12 months the Professional Standards Department oversaw the production of 12 of these reports, 10 relating to complaint cases and two conduct cases.

Conduct Update

- In this reporting period, 67 conduct cases were recorded. This is an increase of 52% compared to the previous year, when 44 cases were recorded.
- Three police officers were subject of misconduct hearings in the reporting period. As a result, they would all have been dismissed had they not resigned. One member of police staff was dismissed at a misconduct hearing.
- The 11 misconduct meetings held in the reporting period resulted in two Final Written Warnings, four Written Warnings, three referrals to the Reflective Practice Review Process, one Learning from Reflection, and one No Further Action for the officers and staff concerned.
- One Police Appeals Tribunal was held resulting in the police officer being reinstated.
- Misconduct cases are reviewed to ascertain any learning, and the results of hearings and meetings are published monthly to highlight to the wider Constabulary the behaviour of others. This is to provide officers and staff with an opportunity to learn from the mistakes of their colleagues and demonstrate the consequences of such behaviour.

(2) Delivering Effective Neighbourhood Policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Establishment for Beat managers	98	117	116	-16.2%	-15.5%
	Effective strength for Beat managers	86	116	109	-25.9%	-21.1%
	Effective strength for Beat managers (% of establishment)	87.8%	99.1%	94.0%	-11.3p.p	-6.2p.p
	Establishment for Sergeants	148	132	132	12.1%	12.1%
	Effective strength for Sergeants	145	132	129	9.8%	12.4%
	Effective strength for Sergeants (% of establishment)	98.0%	100.0%	97.7%	-2.0p.p	0.2p.p

Table 7: Establishment, strength for Beat Managers and Sergeants (Note: The Sergeant establishment includes all Local Policing Command Sergeant posts).

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- The establishment for Beat Managers has reduced from 117 to 98. In real terms, the reduction in posts relates to a re-alignment of Beat Manager Investigators to the new District Crime Units. Officers are performing the same role investigating neighbourhood crimes but are no longer included in the Beat Manager establishment.
- The establishment for Sergeants has increased from 132 to 148. This figure includes all Local Policing Command Sergeant posts. We have 14 Local Policing Neighbourhood Sergeants who provide direct supervision to our Beat Managers. This number is unchanged from the previous reporting period.
- The new Neighbourhood Policing Strategy, which is in the consultation stage, is being reviewed to ensure that it captures the essential learning from the recent Casey Report and the Police Race Action Plan, prior to publication.
- A new Neighbourhood Policing Improvement Board has been set up, led by the Community Safety Superintendent.
- Training has been delivered to all new Student Officers, Beat Managers, Local Policing Neighbourhood Sergeants, and Operational Partnership Teams in the use of problem-solving techniques.
- Norfolk Constabulary has been working with students from the Anglian Ruskin University to run focus groups and seek to develop innovative solutions to long-term neighbourhood problems.
- The first Civil Injunction under Antisocial Behaviour legislation has been applied for and granted against a Local Authority tenant in relation to the antisocial behaviours of a child residing at the address. This will provide a template for all future applications.

(3) Delivering Accessibility through Active and Focused Engagement in our Communities

Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Visible and trusted policing	Total engagements	17,340	19,800	-12.4%
	Park Walk Talk Engagements	7,301	7,650	-4.6%
	Targeted Activity Engagements	3,141	2,067	52.0%
	General Engagements	1,566	4,556	-65.6%
	Key Individual Network (KIN) Engagements	691	1,253	-44.9%
	Streetsafe Engagements	257	1,359	-81.1%
	Community Meeting Engagements	824	774	6.5%
	Neighbourhood Engagements	1,070	0	100.0%
	Stakeholder Meeting Engagements	292	606	-51.8%
	Public Event Engagements	500	227	120.3%
	Education Engagements	282	610	-53.8%
	Vulnerable or Hard to Reach Group Engagements	427	0	100.0%
	Children and Young People Engagements	565	0	100.0%
	Surgery Engagements	280	0	100.0%
	Citizens in Policing (CiP) Engagements	71	132	-46.2%
	Reassurance Patrol Engagements	15	282	-94.7%
	Recruitment Event Engagements	33	27	22.2%
	Independent Advisory Group Engagements	24	0	100.0%
	Business Engagements	0	181	-100.0%
	Health Protection Regulations Compliance Monitoring Engagements	1	75	-98.7%
Protest / Demonstration Engagements	0	2	-200.0%	

Table 8: Engagement totals and by category, from Engagement App

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022.

- There has been a decrease in recorded engagements across the county over the past 12 months.
- It is important to note that Engagement and Targeted Activity categories on the Engagement App (where officers record their engagement activity) were amended in October 2022. Some categories are no longer used and new ones have been created. This should be taken into consideration when comparing data from the most recent 12-month period against data from the previous 12-month period.
- The force's Engagement Plan was launched at the start of October 2022. The plan provides officers with greater clarity and direction around why, how, and what we do when engaging with communities. Importantly, the Engagement Plan places emphasis on a 'quality over quantity' approach to recording engagement, which may account for some of the above reduction.
- A new version of the engagement monitoring report is being produced, allowing for a more detailed breakdown of engagement, and a further breakdown of targeted activity.

Local Communication Officer update

- The Constabulary continues to deliver communications on its district digital platforms, to increase visibility through the work of Local Communication Officers (LCOs).

- Our four LCOs, based in each policing command, deliver messaging to create two-way engagement with our communities, sourcing, generating, creating, and sharing tailored content on local channels.
- With their knowledge and experience of digital communications, the LCOs can judge where best to promote police activity to make sure it's promoted in the right place to reach the right audience.
- This includes using the constabulary's digital platforms (Twitter, Facebook, Nextdoor, Police Connect) as well as reaching out to local independent publications, town and parish newsletters and community radio.
- They also respond to questions, concerns, and comments positively, focussing on building trust, confidence, and reassurance in policing.
- These channels are also an effective operational tool in gaining information (such as missing person investigations, wanted people and CCTV appeals).
- Whilst there's been a big focus on digital platforms, traditional methods of communication such as posters, newsletters and leaflets still have a role to play in updating our communities, especially in our more rural areas.
- Work is underway to update a communications toolkit which will provide LCOs and officers with templates that they can use when sharing information with their local communities.
- Findings from the 2022 review of our online accounts showed our best performing accounts shared fewer posts, but increased their reach and engagement, supporting the quality over quantity approach.

(4) Delivery of a Responsive and Modern First Contact to Calls for Service

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Total calls for service	418,522	412,706	Data not available	1.4%	Not applicable
	999 calls	123,201	110,106	112,744	11.9%	9.3%
	% 999 calls answered within 10 seconds	84.4%	89.7%	Data not available	-5.3p.p.	Not applicable
	101 calls	295,321	302,600	Data not available	-2.4%	Not applicable
	Average time to answer 999 (in seconds)	6	5		20.0%	
	% Emergencies in Target - County	74.3%	77.8%	78.3%	-3.5p.p.	-4.0p.p.
	% Emergencies in target - Urban	75.9%	79.8%	80.2%	-3.9p.p.	-4.3p.p.
	% Emergencies in target - Rural	72.5%	75.6%	76.2%	-3.1p.p.	-3.7p.p.
	Average time to attendance for B1 (HH:MM:S)	01:21:52	01:00:06	Data not available	36.2%	Not applicable
	Average time to attendance for B2 (HH:MM:S)	27:32:25	15:54:55		73.0%	
	Average time to attendance for C (HH:MM:SS)	47:16:57	30:09:11		19:42:06	
	Average time to attendance for Diary apps (HH:MM:SS)	103:17:20	71:59:36	64:31:43	43.5%	60.1%
	% calls addressed through phone resolution	0.3%	0.5%	0.4%	-0.2p.p.	-0.1p.p.

Table 9: Call Handling and Emergency Response

Server issues in 2019 resulted in inaccurate numbers of 101s over several months. As a result, long-term average for total calls for service and 101s has not been provided here.

The date range for the Last 12 months was 01/04/2022 – 31/03/2023. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- 999 call demand continues to rise and is 11.9% higher than the previous 12 months. This rise continues to put downward pressure on the average time to answer calls and attendance times.
- The last 12-month 999 SLA performance is 5.3% lower than the previous 12 months. This is due to a number of factors including the removal of national Covid

restrictions in February 2022, which saw a spike in staff sickness absence that lasted for many months, a reduced FTE due to limited recruitment during Covid, an increase in demand, and significant consultation with the workforce to re-structure work arrangements i.e., shift pattern changes. Whilst these factors impacted on performance over the last 12 months, their impact is no longer felt and the CCR has delivered its 90%+ SLA on 999 calls for January, February, and March 2023.

- An analysis of pre-Covid (2019) data and 2022 data provides an insight to the call categories with the largest increases: Concern for Safety, Domestic Crime, Collapse/Illness/Injury and Missing Persons. These call types can often relate to high-risk incidents and as such call times tend to be longer, with multiple police units often required in the deployment phase. The time taken to finalise these incidents can often be lengthy.
- The annual increase in 999 demand is a long-term trend across all Police Forces with demand growing at circa 10% every year for the last 8 years.
- 101 demand is down year on year. This is down to channel shift with increases in on-line reporting, Web Chat and email contact all increasing.

(6) Active Promotion of National and Local Campaigns across the County

The key campaigns supported across the Constabulary's social media platforms, website, and via media releases in this reporting period include:

January 2023

- Results of Christmas drink and drug drive campaign published – more than 150 arrests made after 875 motorists were stopped.
- Warning to drivers following series of serious collisions.

February 2023

- Sexual Abuse and Sexual Violence Awareness Week – partners worked with UEA students to share film '*The Conversation*' online, encouraging difficult conversations about violence against women and girls.
- Romance fraud advice published ahead of Valentine's Day.
- Action Fraud – online marketplace advice published in response to scam incidents.
- Break down safety message – video shared online showing dangers of break downs and importance to leave the vehicle safely.
- National Police Chiefs Council (NPCC) mobile phone campaign between 27th February and 12th March.

March 2023

- Roads Policing multi-agency day in Great Yarmouth – over 50 vehicles stopped, and 35 Traffic Offence Reports issued.

- Is Your Vision Roadworthy? Video published on social media highlighting the importance of good eyesight when driving.
- Keyless car theft warning advice.
- Road safety message following increase in fatal collisions in Norfolk.
- Op Radium advice – telephone scam warning following attempts to steal cash.
- Op Postern – a pro-active campaign targeting motorists and garages in efforts to reduce theft of catalytic converters.

Appendix A - Overviews for each section of Pillar 2

Improving public trust and confidence in policing

Overview

- The Constabulary sets out below an update on its response to the information gathered through the countywide public perceptions survey as well as an update on the formal complaints process.

Public Perceptions Survey

Overview

- The Norfolk public perception survey is telephone-based and has continued throughout the pandemic, giving consistent quarterly insight into the views of the local community around policing.
- The results are used to inform and direct engagement activity across the county. All forms of engagement are recorded by officers on a purpose-built application on their personal digital device. This enables the Constabulary to understand how and where engagement is taking place and what issues are affecting the Community.

Delivering Effective Neighbourhood Policing

Overview

- Set out below is an update around the work being progressed to ensure delivery of an effective neighbourhood policing model.
- The data table reports on the number of Beat Manager and Sergeant posts and whether they are recruited to. This will over time help emphasise the priority given to ensuring an effective local policing resource remains available to deal with community issues.

Delivering Accessibility through Active and Focused Engagement in our Communities

Overview

- It's believed that effective engagement and consultation is a key to helping to maintain and enhance public confidence and satisfaction in policing.
- Set out below is an explanation of the work ongoing to identify and record engagement opportunities.
- In addition, there is a summary of the proactive work being undertaken by the Local Communication Officers.
- The data table above will allow the Constabulary to show over time the significant volume of the engagement work being undertaken.

Delivery of a Responsive and Modern First Contact to Calls for Service

Overview

- The Contact and Control Room (also called the CCR) is a highly complex environment that acts as the single point of contact for all emergency and non-emergency calls/on-line contact from the public.
- Whilst the telephone is still the primary means of choice for callers (approximately 90% of all demand), the CCR also provides a range of digital contact services (email, on-line reporting, and Web Chat) which are growing in popularity and currently account for approximately 10% of all contact.
- The CCR also has responsibility for the Command and Control of police resource deployments across the county.
- The data table above provides a comprehensive overview of the telephony performance and the management of attendance around incidents.
- The Constabulary's performance in call handling and emergency response has declined slightly, as 999 demands increase.
- Traditionally, the summer months of June/July/Aug are the busiest months in the CCR and for the force. The warmer and lighter evening, school holidays, tourism and summer festivals combine with a time when most departments are at their maximum leave thresholds, putting the organisation at maximum stretch whilst operating its business-as-usual model.
- The impact of the pandemic presents a complex picture of 101 call data with the 'locking/unlocking' of society, the introduction of new legislation, guidance, and policy, often at short notice, generated significant peaks and troughs in public contact. The significant drop in calls for service over this period was only temporary; however, work is ongoing with partners to reduce non-police calls for service and to create greater public choice by improving on-line services which is likely to see some channel shift away from telephony contact.

Active Promotion of National and Local Campaigns across the County

Overview

- The Corporate Communications team always look to provide a local perspective around countywide or national campaigns, for example the focus on violence against women and girls (VAWG) and the use of the "Street Safe" application to report concerns.
- It's recognised the impact the national narrative can have on local policing issues and how it can affect public confidence.
- The Corporate Communication Team working with District Commanders look to respond proactively when opportunities present.

END.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – July 2023

SUBJECT: Constabulary update on Pillar 3 (Tackling Crime) of the Police and Crime Plan.

SUMMARY: The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 of Pillar 3 of the Police and Crime Plan.

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report.

Overviews for each pillar are provided in appendix A

PILLAR 3: TACKLING CRIME

(1) Promote a Co-ordinated County wide Response to Violence Against Women and Girls (VAWG) to tackle High Harm Behaviours/Criminality with a focus on Domestic Abuse, Rape and Serious Sexual Offences

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Domestic abuse crimes	13,031	14,068	13,502	-7.4%	-3.5%
	Solved	1,418	1,344	1,311	5.5%	8.1%
	- % solved	10.9%	9.6%	9.7%	1.3p.p.	1.2p.p.
	Charged	1,155	1,129	1,091	2.3%	5.9%
	- % charged	8.9%	8.0%	8.1%	0.9p.p.	0.8p.p.
	% where victim not ready to engage	61.9%	56.4%	60.0%	5.5p.p.	1.9p.p.
	% where investigation not possible	0.7%	0.8%	0.8%	-0.1p.p.	-0.1p.p.
	% of all crime	19.4%	20.4%	20.3%	-1.0p.p.	-0.9p.p.
	Arrest rate	30.7%	26.1%	26.3%	4.6p.p.	4.4p.p.
	Rape and Serious Sexual offences	2,651	2,619	2,396	1.2%	10.6%
	Solved	199	185	164	7.6%	20.8%
	- % solved	7.5%	7.1%	6.9%	0.4p.p.	0.6p.p.
	Charged	165	162	146	1.9%	12.6%
	- % charged	6.2%	6.2%	6.2%	0.0p.p.	0.0p.p.

Table 10: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests.

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- After an increase in domestic abuse crimes in the second half of 2020, volumes of domestic abuse have decreased in the last 12 months compared to the previous 12 months (-7.4%) and decreased when compared with the long-term average (-3.5%). The reason for this reduction is not fully understood, but it is reflected in the data of regional peers who are also reporting decreased domestic abuse crime in the last 12 months. Checks with local partners appear to rule out the theory that victims have become more likely to seek support from other agencies so the possibility of a genuine reduction in prevalence remains a real possibility.
- The rate and number of solved domestic abuse crimes has increased since the previous 12 months and long-term average and is now at 10.9%. We ascribe this to the continual improvement programme we have been undergoing under the Domestic Abuse Delivery Group (DADG).
- Volumes of Rape and Serious Sexual offences continue to increase compared to the previous 12 months and long-term average. This trend can be seen nationally, particularly with large volumes of historical crimes reported during the pandemic. Volumes of Rape and Serious Sexual offences in the last 12 months have increased 1.2% (an increase of 32 crimes) since the previous 12 months. This increase is a much smaller increase than was seen in the previous reporting period (12 months ending December 2022) – 245 crimes (+10.1%).
- With the increase in demand slowing, solved rates of Rape and Serious Sexual offences have seen a slight increase since the previous 12 months and long-term average. The solved rate has also increased slightly (from 6.8% to 7.5%) since the previous reporting period. Again, we ascribe this increase to our ongoing continuous improvement work.

Ongoing workstreams linked to VAWG Strategy:

- Work continues to embed the national Operation Soteria principles into Rape & Serious Sexual Offence (RaSSO) investigations. The Chief Officer team regularly scrutinises progress of the force’s continual improvement plan.
- A pilot team under the name Operation Engage has now been established. This team of specially trained and experienced officers is deployed to gather evidence from victims who find it particularly hard to speak to police about RaSSO cases.
- Working with the OPCCN and a local charity, police have developed a program to capture the voice of victims of serious sexual offences in a way that can be fed back to officers to promote improvements in practice.
- Police are continuing to work with the CPS to submit more files for early investigative advice. This ensures that investigations are appropriately focussed on the actions of the suspect and minimising intrusion into victims’ lives.

(2) Being Effective in Tackling Serious and Organised Crime (including Fraud and Cyber-Crime affecting Norfolk)

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Serious & organised crime disruptions (Disruptions against Tactical Vulnerabilities/Priority Individuals included)	289	81	Data not available	256.8%	Not applicable
	Serious & organised crime disruptions (Disruptions recorded against scored OCGs only)	113	78		44.9%	

Table 11: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs).

The date range for the Last 12 months was 01/04/2022 – 31/03/2023. The date range for Previous 12 months was 01/04/2021 – 31/03/2022.

Area	Indicator	April 2023 only	Last 12 months
Tackling crime	Live Serious and organised crime threats by Crime Type	Number of Tactical Vulnerabilities/ Priority Individuals and OCGs	Number of current Tactical Vulnerabilities/ Priority Individuals and OCGs where Disruptions were recorded in the last 12 months
	DRUGS	9	7
	MODERN SLAVERY AND HUMAN TRAFFICKING	3	2
	ACQUISITIVE CRIME	3	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	1	1
		Number of OCGs only	Number of current OCGs where Disruptions were recorded in the last 12 months
	DRUGS	8	6
	MODERN SLAVERY AND HUMAN TRAFFICKING	2	2
	ACQUISITIVE CRIME	3	1
	NON-NATIONAL CONTROL STRATEGY	0	0
OTHER	0	0	

Table 12: Live Serious and Organised crime threats (Tactical vulnerabilities/Priority individuals and scored Organised Crime Groups).

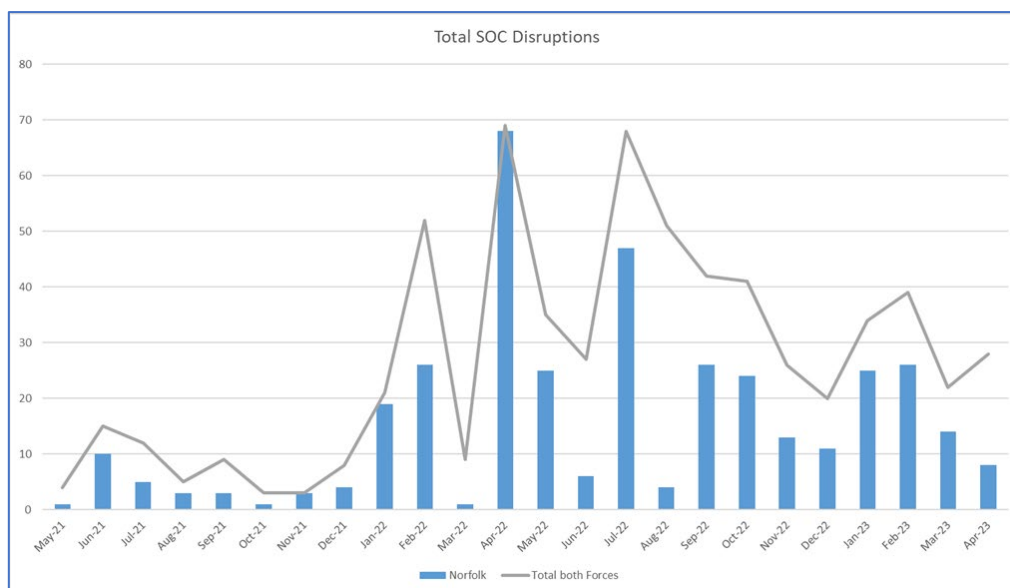


Table 13: Norfolk SOC disruptions - rolling two years for the period 01/05/2021 – 30/04/2023

Serious & Organised Crime (SOC) update

- SOC disruptions have seen significant growth in numbers in the last 12 months. This is partly through well-directed activity and partly a result of improved recording practices.
- The predominant primary crime-type remains drugs, however poly-criminality is identified in most Organised Crime Group (OCG) investigations, and the reporting period has seen some innovative work and good results in the Modern Slavery and Human Trafficking space, and in tackling Youth Violence and Criminal Exploitation.
- Notable results include:
 - OCG principal subject required to forfeit over £1m. The Court determined that this was the amount the subject benefited from their part in a Class A drug trafficking conspiracy.
 - Unrelated OCG principal subject sentenced to 14 years imprisonment for Conspiracy to Supply Class A.
 - Fourteen vulnerable victims of Human Trafficking for sexual exploitation were identified across Europe. Each victim received a safeguarding visit from national Human Trafficking experts. Norfolk Constabulary planned and co-ordinated this activity with the assistance of EUROPOL. A Hungarian-based OCG was dismantled, and five principal subjects were imprisoned at Norwich Crown Court for the offences of Human Trafficking and Participating in the Activities of an Organised Crime Group (the first conviction for this offence in the Eastern Region), and Money Laundering.
 - A principal OCG subject and a peripheral subject were found guilty of offences under the Animal Welfare Act (Unnecessary Suffering and Animal Mutilation). This resulted in an immediate life ban on keeping animals. This activity was a £100k per-year income stream for the principal subject.
 - A principal OCG subject was prosecuted for Contempt of Court for breaching a Financial Restraint Order by selling an identified asset worth

£1m. The proceeds of the sale of this property were recovered and restrained.

Fraud Investigation update

- Norfolk Constabulary will be assessing the benefit of a new Fraud Assessment Unit to provide investigative support for serious and complex offences, and to triage and advise on volume offences. Norfolk will continue to embed the Fraud Investigation Model (FIM) and strive to improve outcomes for victims.
- The Constabulary’s response to High Harm Fraud is victim focussed, with all who consent receiving support from the Level 1 National Economic Crime Victim Care Unit (NECVCU) service. Victims identified as vulnerable receive additional support through Operation Bodyguard, however this will soon be provided by the NECVCU Level 2 enhanced support service.
- A national campaign regarding Courier Fraud is supported within Norfolk under Operation Radium. This involves treating courier fraud reports as a priority with a dedicated planned response, co-ordinated media strategy, agreed Banking Protocol and regional working to identify offenders. A national courier fraud operation, Operation Duper, involving an intensification period commencing 15th May 2023 is also being supported.

(3) Delivering an Effective Response to the County Lines threat Affecting Norfolk’s Communities and the Vulnerable

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	21	18	Data not available	16.7%	Not applicable
	Possession with intent to supply - arrests	278	288	301	-3.5%	-7.6%
	Concerned in supply of controlled drugs - arr	326	294	360	10.9%	-9.4%

Table 14: Closed County lines and Possession with Intent to Supply and Concerned in the Supply of Controlled Drugs arrests

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- There has been a 69% decrease in the number of active county lines in Norfolk since November 2019, in contrast to a 17% increase in county lines activity nationally year-on-year over the same period.
- In Norfolk there are fewer active lines operating, however by analysing communications data we have been able to identify previously undetected lines and advance our enforcement work even further, thus maintaining robust charge and conviction rates. To date, 75 lines have been terminated and 83 people convicted of running lines in Norfolk, resulting in sentences totalling over 319 years in custody, with cash seizures of over £145,000.
- The long-term reduction in lines closed reflects the positive picture in Norfolk which is reflected in lower figures for drugs supply arrests based on the long-term average. The Constabulary continues to proactively identify and target

lines in the county and take every opportunity to disrupt and dismantle the organised crime networks behind them.

- Between January and March 2023, five more county lines have been closed, with charges being laid in four cases to date.
- Norfolk Constabulary continues to work closely with partners to reduce drug use and deaths, prevent the exploitation of children and vulnerable adults, and minimise the opportunity for the drugs market to drive other crime types such as Human Trafficking, Burglary, Robbery, and Serious Violence. This work reduces the impact of county lines on communities in Norfolk.
- Positive press reporting in the EDP of note:
[Norfolk County Lines drugs kingpins jailed for 300 years | Eastern Daily Press \(edp24.co.uk\)](https://www.edp24.co.uk/norfolk-county-lines-drugs-kingpins-jailed-for-300-years/)

(4) Work in Partnership to tackle Agricultural Crimes (such as hare coursing, farm machinery theft and livestock worrying)

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Hare coursing incidents	131	188	275	-30.3%	-52.4%
	Farm machinery thefts	25	29	30	-13.8%	-16.7%
	Livestock worrying incidents	10	12	10	-16.7%	0.0%

Table 15: Hare coursing, Livestock worrying incidents and Farm machinery thefts

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- There have been further reductions in reported incidents of hare coursing during this period reflecting the ongoing work of the Operation Randall team. The figures support anecdotal evidence that we have seen a reduction in groups coming to Norfolk to offend.
- The Police Crime Sentencing and Courts Act 2022 introduced the new offence of Going Equipped for Hare Coursing, Norfolk Constabulary have one such offence under investigation.
- We continue to have an active role both regionally and nationally, attending Operation Galileo (national operation tackling hare coursing and poaching) Working Groups.
- Farm machinery theft figures reflect a continuing reduction in thefts across the county. We continue to work with partners to both prevent and detect offences.
- We are working in collaboration with prominent suppliers to optimise crime prevention opportunities, methods, and advice. In addition, we have attended several engagement events to further develop our knowledge and understanding of agricultural crime so that we can deliver more effective preventative responses.
- Further reductions in reported incidents of livestock worrying have been noted over the last period, which may be seasonal, however work continues to highlight the issue and pursue where appropriate. The Constabulary has

raised awareness of these incidents via newsletters and social media, as well as collaborating with partners such as the Norfolk Archeological Trust.

- Other notable activity this period includes:
 - A number of arrests made were made in relation to suspected illegal hunting activity in the Hingham area, receiving significant press interest.
 - Operation Seabird training has been provided to several RSPB Volunteer Wardens.
 - The Operation Randall team attended the Euston Game and Country Show, the first of several well-attended rural shows.
 - We have commenced work with partners to better understand and deal with Heritage Crime in the County. A multi-agency approach has seen the formation of the Heritage CRAG (Community Rural Advisory Group), hosted by the Op Randall team.

Appendix A - Overviews for each section of Pillar 3

Promote a Co-ordinated County wide Response to Violence Against Women and Girls (VAWG) to tackle High Harm Behaviours/Criminality with a focus on Domestic Abuse, Rape and Serious Sexual Offences

Overview

- The Constabulary has developed its own strategy and actions to improve the local policing response to violence against women and girls (VAWG). This is based on the National Police Chiefs Council (NPCC) work. A summary of progress is provided below.
- The measures will assist the Constabulary to track key crime types within this work area to maintain an oversight as to how activity is affecting the reporting and investigation work being undertaken.
- The Constabulary VAWG plan is overseen by the Assistant Chief Constable for Local Policing. Progress and performance are scrutinised regularly at the Force Performance Meeting.
- The Constabulary approach is based on three pillars:
 - Building Trust and Confidence
 - Relentless Pursuit of Perpetrators
 - Safer Spaces.
- The intention is that through building the confidence of women and girls around the police response, through pursuing those who would do them harm, and by providing safe spaces to live and work the Constabulary will bring about reductions in violence and increased feelings of safety

Building Trust and Confidence

- It is recognised that the police do not, in all cases have the confidence of women and girls that matters will be dealt with sensitively, or that protective action will follow when offences are reported.
- The Constabulary plan to improve in this area is based on a continued commitment to develop the most effective possible safeguarding service in partnership with other agencies.
- The Norfolk Integrated Domestic Abuse Service (NIDAS) is an example of this partnership approach, which now sees a seamless handover from initial police contact to 3rd sector providers who continue to support the victim. The Constabulary has also committed to researching and identifying better ways for women and girls to provide feedback on the quality of the service they do receive.

Relentless Pursuit of Perpetrators

- The Constabulary is committed to increasing the number of offenders brought to justice for VAWG offences. There has already been considerable effort to improve the training officers receive to improve the evidence-gathering opportunities.

- Acting on feedback from victims, work is ongoing to ensure it is the suspect and not the victim that feels at the centre of the enquiry. Police will look to utilise modern digital techniques as well as ensuring as much corroborative evidence is captured to reduce the reliance on asking the victim to provide all that explanation within their account. This it is hoped then means the victim does not feel responsible in court for having to provide all the information around a case.

Safer Spaces

- Even though Norfolk is overall a safe county, not all public spaces feel safe for women and girls. As well as working with partners to address environmental issues the Constabulary is also continuing to put uniformed officers into those areas identified by the public that cause a concern. This approach will also extend to other areas which are known to feel less safe at times, such as the night-time economy.

Being Effective in Tackling Serious and Organised Crime (including Fraud and Cyber-Crime affecting Norfolk)

Overview

- Norfolk Constabulary, supported by the joint Norfolk and Suffolk Protective Services Command maintains an oversight on the work to identify, disrupt and dismantle serious and organised crime threats within the county.
- Serious and Organised Crime Groups (OCG) are identified through intelligence and an associated risk assessment process. An OCG is defined as individuals, normally working with others, with the intent and capability to commit serious crime on a continuing basis, which includes elements of planning, control, co-ordination, and group decision making.
- Once a group is identified a local response is planned using the 4P model approach:
 - Pursue – Pursue offenders through prosecution and disruption
 - Prevent – Prevent people from engaging in serious and organised crime.
 - Prepare – Prepare for when serious and organised crime occurs and mitigate its impact
 - Protect – Protect individuals, organisations, and systems from the effects of serious and organised crime
- Within Norfolk a considerable amount of disruption work takes place. This update should be read alongside the update on “County Lines” in the below section.

Delivering an Effective Response to the County Lines threat Affecting Norfolk’s Communities and the Vulnerable

Overview

- “County Lines” is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the UK. A dedicated

mobile phone number known as a “deal line” is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.

- Since 2019 a dedicated County Lines Team has been working in partnership with exporting forces including the Metropolitan Police Service under Operation Orochi to target those in control of the lines and bring offenders to justice.
- Police continue to support to work under Project ADDER. This is a public health focussed and multiagency response which seeks to address individuals’ addiction through diversion, disruption, and enforcement hoping that it can ultimately lead to their recovery. The intention is that by using traditional police tactics to suppress the supply of narcotics while simultaneously reducing demand, criminal markets can be undermined, and communities protected from the impact of drug trafficking.

Work in Partnership to tackle Agricultural Crimes (such as hare coursing, farm machinery theft and livestock worrying)

Overview

- The Constabulary will provide a high-level overview of police and partnership pro-active activity tackling agricultural crime.
- Hare Coursing continues to be a priority. As part of Operation Galileo, Norfolk Police support the 7 Force Eastern Region approach. Aided by better sharing of information and intelligence, the Constabulary seeks to issue Joint force Community Protection Warnings (CPW) and Community Protection Notices (CPN) and will eventually consider Criminal Behaviour Orders (CBO) when applicable, aimed at tackling the more persistent offenders.

A quick summary of these tactics:

- Community Protection Warning (CPW) – a formal warning by officers to a perpetrator stating that a *Community Protection Notice* will be issued if the behaviour continues.
- A Community Protection Notice (CPN) - can be issued against a persistent anti-social behaviour perpetrator and the failure to comply can lead to sanctions. Failing to comply with a CPN is a criminal offence. On conviction, a magistrates' court (or youth court if the perpetrator is aged 16 or 17) has a range of options including, a fine, ordering the perpetrator to carry out remedial work, make a forfeiture order requiring any specified item be handed over to the police, local authority or designated person or order the seizure of specified items.

- Criminal Behaviour Order (CBO) – is available on conviction for any criminal offence aimed at tackling the most persistent offenders and can be used to address anti-social behaviour.
- The Police Crime Sentencing and Courts Act 2022 offers tougher sentencing and increased powers in relation to the offence of Hare Coursing. Anyone caught hare coursing will now face an unlimited fine and up to six months in prison. Several other measures have also been introduced including powers for the court to allow reimbursement of kennelling costs and disqualification of convicted offenders from owning or keeping a dog.

Farm Machinery Thefts

- The Constabulary continues to be actively involved in the management of rural crime, recognising the significant impact crimes such as GPS theft has on the rural farming community. Locally, Operation Huff is the police response to preventing and detecting GPS theft. The Operation Randall team sit on regional and national working groups for rural crime and equipment theft working alongside partner agencies such as NAVCIS (the National Vehicle Crime Intelligence Service – they coordinate a response around vehicle finance crime) and “ACE Opal” (A New Specialist Police Unit to target Construction Plant & Agricultural Machinery theft) to identify best practice to support the policing response.

END.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – July 2023

SUBJECT: Constabulary update on Pillar 4 (Prevent Offending) of the Police and Crime Plan

SUMMARY: The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 4 of the Police and Crime Plan.

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report.

The overviews for each pillar are provided in appendix A

PILLAR 4: PREVENT OFFENDING

(1) Develop and Deliver Effective Diversionary Schemes for Offenders (high harm and volume)

Norfolk Integrated Offender Management (IOM) Scheme update:

- Between the beginning of January and the end of March 2023 there were an average of 134 offenders on the Norfolk IOM scheme. This number fluctuates due to people being added or removed at a four weekly multi-agency case conference.
- 90% of the offenders were male, with the greatest number of them being in the 25-49 age bracket. 46% of the cohort were in custody, with the other 54% being managed in the community.
- During this period, 19 people were de-registered from the scheme with these individuals achieving an average of 71% reduction in their Crime Harm score, based on the score calculated for a year in the community prior to their adoption on the scheme (using the Office of National Statistics Crime Severity Scoring System.)
- Nine of these people had achieved a significant improvement in their criminogenic pathways over their time on the scheme and were assessed to be living a more pro-social life. Five had reached the end of their statutory period under Probation supervision, with no immediate concerns of continuing criminality.
- During the same period, of the people managed on the Norfolk IOM scheme, 22% of them were charged with 185 further offences (Note: the offences may not have been committed during this period).
- 19% of people on the scheme had Breach Action taken against them by the Probation Service due to having committed further offences or showing unacceptable levels of risk.

(2) Work in Partnership to Safeguard Vulnerable Adults and Children

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Section 47 Strategy discussions (Child protection)	1,301	1,578	Data not available	-17.6%	Not applicable
	Section 42 Planning discussions (Adult protection)	2,470	2,559		-3.5%	
	Open Child exploitation cases - High Risk	53	68	63	-22.1%	-15.9%
	Open Child exploitation cases - Medium Risk	314	321	335	-2.2%	-6.3%
	Child Exploitation screenings	677	783	834	-13.5%	-18.8%

Table 16: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings.

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- The number of Section 47 Child Protection strategy discussions and Section 42 Adult Protection planning discussions have both decreased slightly compared to the previous twelve months, but not by an amount that should be viewed as statistically significant.
- Multi-agency Child Exploitation screening is now a mature process in Norfolk and the past year has seen a near 19% decrease in the total number of children screened. The number of both high and medium risk open cases has also decreased, suggesting that the intensive multi-agency safeguarding work that takes place in this arena is having an impact in reducing risk.

Countywide Community Safety Partnership (CCSP)

In the last quarter Norfolk Constabulary worked with its partners:

- To develop a series of updates to the Domestic Abuse & Sexual Violence Group on how different sectors of the partnership address domestic abuse.
- Carry out a partnership wide survey to understand the range of domestic abuse training that is being delivered across Norfolk.
- To identify funding for a countywide Exploitation of Vulnerable Adults training program.

Norfolk Safeguarding Children Partnership (NSCP)

In the last quarter Norfolk Constabulary worked with partners:

- To finalise the delivery plan for the Central Great Yarmouth Neighbourhood Project (financed by the Youth Endowment Fund).
- To help develop a multi-agency Concealed/Denied Pregnancy Policy.
- To support a data review into child neglect and assist with the development of a revised Child Neglect strategy.

Norfolk Safeguarding Adults Board (NSAB)

In the last quarter Norfolk Constabulary worked with its partners to:

- Deliver a joint scrutiny exercise of the Multi-Agency Safeguarding Hub (MASH) with the NSCP.
- Develop a new Strategic Plan for NSAB covering 2023 to 2026.
- Support the Norfolk Fire & Rescue Service with a number of Fatal Fire Reviews, thus supporting learning and the development of fire safety improvements for the future.

(3) Work in Partnership to Ensure Offenders are Managed Effectively in the Community

Area	Indicator	Since inception (Sept'21)
Prevent offending	Perpetrators on DAPPA	14
	Perpetrators referred to Change	184
	Referrals made into DAPPA	13
	Meetings held	255
	Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	28

Table 17: Perpetrators on Domestic Abuse Perpetrator Partnership Approach (DAPPA), referred to Change, referrals into DAPPA, Meetings held, and DVDs prompted by DAPPA.

- The numbers of new referrals to Domestic Abuse Perpetrator Partnership Approach (DAPPA) have remained consistent on a month-to-month basis. The number of open cases and multi-agency meetings have also remained consistent.
- Perpetrator referrals to Change have dramatically increased because of a new process whereby all high-risk cases secondary risk assessed by DAST are automatically referred to Change for further triage around suitability.
- The DAPPA team continue to monitor stalking cases and provide guidance to investigating officers on cases where a Stalking Protection Order should be considered. Stalking Prevention Orders rose by 100% once DAPPA began actively supporting (from 7 to 14) and have since risen further (16).
- A 3-month pilot is in progress within Safeguarding and Investigations Command, with Police Staff Investigators supporting officers in obtaining Civil Orders, including Stalking Prevention Orders.
- Staff retention is an ongoing issue, with the DAPPA Co-ordinator leaving in April 2023 for a permanent post elsewhere. A replacement has been appointed from within the existing team.

(4) Reduce the revolving door of crime by putting in place the support needed to reduce re-offending

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Out of court disposals (All crime)	4.5%	4.1%	4.5%	0.4p.p	0.0p.p
	Referrals to Diversion schemes (Outcome 22)	0.7%	0.6%	0.6%	0.1p.p	0.1p.p

Table 18: Out of court disposals (Outcomes 2, 2A, 3, 3A, 6, 7 & 8) and Referrals to Diversion scheme.

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

Area	Out of Court Disposal Type	Jan-23	Feb-23	Mar-23
Prevent offending	Conditional Caution Completed	110	102	126
	CARA/Red Snapper	11	12	13

	ADDER	29	32	47
	Red Snapper Referrals Premium Hub	30	23	45
	Red Snapper Referrals Standard Hub	56	51	65
	Breaches	6	4	4

Table 19: Breakdown of out of court disposals by type (January, February, and March 2023).

- The Evidential Review Officer (ERO) pilot was introduced in December 2022 to ensure consistency of the conditions being offered, to centralise the decision-making process, and to improve file and investigation standards.
- Since the start of the ERO pilot on 1st December 2022 a total of 702 cases have been sent through for evidential review for Conditional Caution, and a total of 1432 Community Resolutions have been referred for review and consideration of diversionary action and restorative practice.
- Of the 353 Community Resolutions referred in February 2023, 165 were referred by the Offender Diversion Team for Red Snapper for diversionary courses. Although not enforceable, the aim is to deliver early interventions to reduce reoffending for lower-level crimes.
- The introduction of the two tier + legislation is now estimated for summer 2023. Conditional Cautions will be re-named, Diversionary Cautions, and an additional Community Caution will be introduced. Community Resolutions will remain the same. The new Community Cautions will not be enforceable, however can be used when the Full Code Test is not met.
- 71 cases have received a Restorative Justice (RJ) referral at their conclusion. In total there are now 43 live cases which are with our Restorative Justice Champions to be resolved/completed. This is in addition to the cases that our advisors are dealing with from other referral routes. As we continue to raise awareness, referrals are increasing each month, which demonstrates the benefits of having the RJ Hub embedded into the Offender Diversion Team as part of the holistic journey for the victim from time of reporting to conclusion, then onward referral for restorative practice.

(5) Strengthen Early Intervention and Preventative Approaches to Crime in the County and Reduce First Time Entrants into Criminal Justice

Area	Indicator	Last 12 months
Prevent offending	Juveniles referred to Out of court disposal panel	312
	Juvenile outcomes from Out of court disposal panel	
	Returned to Police	2
	Children's services	20
	Other services	10
	Community Resolution	27
	Challenge 4 Change	185
	Youth Caution	19
	Youth Conditional Caution	12
	Other outcomes	38

Table 20: Juveniles referred to Out of court disposal panel and outcomes

The date range for the Last 12 months was 01/04/2022 – 31/03/2023.

- The number of young people aged between 10-17 years entering the Criminal Justice System has continued to fall when reviewing data supplied by the Norfolk Youth Justice Board. The latest Norfolk figure of 122 per 100,000 is lower than the Eastern Region (131) and lower than the average for all England and Wales (142).
- Between 1st April 2022 and 31st March 2023, 545 young people were referred to the Norfolk Youth Justice Service (NYJS) by the police. 312 Young People were then triaged to the NYJS Outcome Panel.
 - 185 received a Challenge 4 Change (C4C) diversion outcome and
 - 27 received a Community Resolution.
- An established Out of Court Disposal Panel has been developed. It has been a key factor in securing the reduction in First Time Entrants (FTE) to the Criminal Justice System.
- NYJS and Police are working with partners to ensure young people from ethnic minorities are not discriminated against and criminalised disproportionately. This includes looking at an additional pathway for young people, including those that may be distrustful of the police, to receive diversion input even where they have not accepted responsibility for the offence.

Appendix A - Overviews for each section of Pillar 4

Develop and Deliver Effective Diversionary Schemes for Offenders (high harm and volume)

Overview

- The Constabulary in this section will provide a narrative summary of how the Integrated Offender Management (IOM) Scheme works.

The IOM Scheme

- The Joint Norfolk and Suffolk Integrated Offender Management Team works with the county's Probation Service Delivery Units and other agencies to reduce the risk of a scheme member returning to criminality.
- The IOM scheme currently focuses on three groups of individuals:
 - Those under statutory supervision for Robbery, Burglary and Vehicle Crime offences
 - A flexible cohort which extends this to other similar crime types.
 - A group which supports females and their different criminogenic needs.
- Cohort members will normally be over eighteen unless transitioning from Youth Justice Services at seventeen and a half. Studies have shown that statistically, most offenders will reduce offending with age. The high number of service users on the current scheme over 34 years old shows that a small minority struggle to change their criminal lifestyles.
- Individuals on the scheme will have been identified as having a high risk of reoffending. By assisting them with access to housing, benefits/employment opportunities and the drug and alcohol treatment agencies, as well as working to find positive social activities for them to participate in, the scheme aims to divert them away from criminal activity.
- There is also a responsibility on police and partners to prevent offending by taking proactive steps to stop someone in their tracks if they are engaging in behaviour that is indicative of an immediate return to criminal activity.
- IOM offenders will have increased frequency of supervision by agencies involved in their rehabilitation.
- The enhanced partner information sharing alongside police crime and intelligence systems means that officers are often instrumental in identifying where risk of reoffending has increased, where safeguarding for victims is required or where license conditions are being breached. In these circumstances the team will work together with the Probation Service to ensure that enforcement decisions are considered swiftly and appropriately.

Work in Partnership to Safeguard Vulnerable Adults and Children

Overview

- Whilst safeguarding and the identification of risk is part of the policing response at all stages, from control room to attending officer, Norfolk Constabulary has a specialist command, Safeguarding and Investigations (S&I) that leads the day-to-day oversight around the management of these matters.
- The data in the tables highlights the number of risk management discussions specialists within S&I are involved in.
- The Section 47 and 42 discussions take place when police or another agency identify a child or vulnerable adult that may be at risk of abuse or neglect. The data on the number of child exploitation screenings, open cases, and associated risk gradings, set out in the chart, indicates the substantial number of serious cases police and partners are overseeing.
- Over time tracking this data will help monitor the scale of the issue alongside considering the impact of any interventions. While at this stage the data is influenced by the impact of Covid 19 and the return to normality, we are starting to see a consistent picture emerging.
- Set out below is an update on three key pieces of work in this area:
 - **Countywide Community Safety Partnership (CCSP)** Work against its strategic priorities - The CCSP is a statutory body bringing together organisations across Norfolk to tackle crime and disorder. It is hosted and supported by the Office of the Police and Crime Commissioner (OPCC) and is chaired by the OPCC Chief Executive. The CCSP has developed a “Safer Norfolk Plan” setting out how it will work over the next three years.
 - **Norfolk Safeguarding Children Partnership** - This group brings together the local authorities, police and health alongside other local agencies and the voluntary sector to ensure children are protected and their welfare promoted.
 - **Norfolk Safeguarding Adults Board** – The group of key partners focus on supporting identified vulnerable adults.

Work in Partnership to Ensure Offenders are Managed Effectively in the Community

Within this section the Constabulary would highlight the work of the Public Protection Unit (PPU) and the Domestic Abuse Perpetrator Partnership Approach (DAPPA) pilot.

- Public Protection Unit (PPU) – Oversees the risks and management plans around registered sex offenders. The team’s objective is to prevent re-

offending and safeguard the public. In a response to the national increase in the numbers of offenders having to be managed (due to an increase in successful prosecutions) the PPU develops plans around specific areas of concern such as on-line offending. Reoffending rates remain low.

- Domestic Abuse Perpetrator Partnership Approach (DAPPA) - DAPPA aims to create effective multi-agency risk management plans around domestic violence offenders. The scheme was operational from September 2021 and has a dedicated budget to implement bespoke individual behavioural change programmes to reduce the risk of a person reoffending.

Reduce the revolving door of crime by putting in place the support needed to reduce re-offending

Overview

- The Norfolk Constabulary Managing Offenders Subgroup scrutinises the management of those responsible for offending across the county, ensuring crimes are detected, appropriate outcomes for victims are secured and offenders are diverted to prevent future offending. It reports on data for OOCDC in terms of all reported crimes and positive outcomes and provides data for scrutiny regarding preventative orders.
- Current workstreams ensure opportunities are maximised to promote positive outcomes. These include the provision of Restorative Justice, where the Restorative Justice Team is embedded within the Offender Diversion Team (ODT) and works with both Victims and Offenders, and Out of Court Disposals (OOCDC) where a two-tier system is now in place ahead of legislation changes expected in Summer 23.

Out of Court Disposals

- Out of Court Disposals are a range of methods that can be used to deal with low level crime committed predominantly by first time offenders without having to refer the matter to court.
- The government is introducing legislation to reduce the number of Out of Court Disposals to just two options (conditional caution and community resolution). In advance of this legislative change, the Constabulary has implemented a two-tier system. To recap:
 - **A community resolution** - is used for low level matters where the offender accepts responsibility and where it is likely the victim has agreed that they do not want a more formal outcome. It is believed that by making offenders take responsibility to confront their behaviour and its impact, there is a reduction in the likelihood of

reoffending. Resolutions can include such outcomes as the offender being advised on their conduct, the offender writing an apology letter or taking part in some form of reparation. It is anticipated that this type of outcome will be considered around cases of minor criminal damage, anti-social behaviour, small value theft and minor assaults without injury.

- **A conditional caution** - is a statutory outcome to the result of a crime investigation and will include stipulations on the offender. These requirements could focus on rehabilitative treatment for the offender or set out directions around how they can make good on their behaviour or actions. Rehabilitation could include such things as attendance at a treatment course, the reparative element could ensure an apology to the victim.

Strengthen Early Intervention and Preventative Approaches to Crime in the county and Reduce First Time Entrants into Criminal Justice

- The Constabulary will provide a high-level overview of the work undertaken in collaboration with the Norfolk Youth Justice Service (NYJS).
- The data presented sets out the opportunities to use non-court outcomes for children.
- The update includes an update as to how Norfolk is performing when compared to the regional and national positions.
- In addition, an update on the new Out of Court Disposal Panel is included. This panel reviews cases involving young people aged from 10-17 years to determine the most appropriate outcome.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – July 2023

SUBJECT: Constabulary update on Pillar 5 (Supporting Victims) of the Police and Crime Plan.

SUMMARY: The report sets out a short summary update of key Constabulary activity contributing to elements 1,2,5 & 6 of Pillar 5 of the Police and Crime Plan.

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report.

Overviews for each section are provided in appendix A

PILLAR 5: SUPPORTING VICTIMS

(1) Improving the provision of entitlements set out in the Victims' Code of Practice

Area	Indicator	Last 12 months
Supporting victims	Receipt of Victim Information Letter being sent when crime was reported	12.5%
	Recording of Needs Assessment	69.2%
	Offer of Referral to Victim Support Service	96.9%
	Provision of information about the investigation and prosecution	88.3%
	Offer of a Victim Personal Statement	26.1%
	Making of a Victim Personal Statement	3.9%
	Provision of information about the trial, trial process & your role as a witness	60.0%
	Provision of information about the outcome of the case and any appeals	67.6%
	Number of complaints received that VCOP rights hadn't been met	8

Table 21: Victims Code of Practice data, taken from VCOP dashboard. The date range for the Last 12 months is 01/04/2022 – 31/03/2023.

- An internal Victims Code of Practice (VCOP) dashboard has been developed which is now being used across the organisation to review each VCOP Right. Compliance levels can be scrutinised down to individual officer level.
- Now that we have a fully developed VCOP dashboard, for the first time, the data in the above table has been extracted entirely from this source. Previous reports submitted to the Police and Crime Commissioners Accountability Meeting have included data from a combination of sources, including the VCOP dashboard, the outcome of audits undertaken by Inspectors and dip-sampling carried-out by the Victim and Witness Service. As a result, it has not been possible in this report to provide the previous 12 months data for comparison. This data will be available for the next reporting period.
- The new dashboard allows for more accurate reporting and scrutiny over how well we are delivering the VCOP Rights for victims.
- Our review and scrutiny processes are in line with priorities from the Victim Sub-Group, and in agreement with the OPCC, incorporating written acknowledgment, Victim Personal Statements, key updates, and Victim Needs Assessment. Low compliance is highlighted by way of an email sent to the officer/staff member concerned and their supervisor.
- Presentations have been delivered to leaders and managers across the organisation to encourage them to continually review this dashboard data and compliance figures.
- Work is underway to explore the opportunities that exist for improving end-to-end support for victims through the criminal justice process, with collaborative

working groups including membership from the Crown Prosecution Service, His Majesty's Courts and Tribunal Service, and the Probation Service. This group reviews complaints and case studies of inadequate service and identifies causes for concern and patterns, along with solutions and concepts to drive improvement.

- Whilst we have seen significant strides in obtaining and analysing quantitative data for VCOP compliance as a result of the dashboard, we are also focussing on qualitative data and how we obtain feedback from victims of crime, and thereafter how we utilise that feedback to shape and improve service. A Home Office study is due to commence nationally this year, but we are also trialling victim feedback calls locally. This is aligned with feedback obtained via partner agencies including Norfolk & Suffolk Victim Care Service and the OPCC.

(2) Deliver High Quality Investigations to Support the Right Outcomes for Victims

- In the reporting period the Operation Investigate team have continued to support the Constabulary's County Policing Command development training days for frontline officers. Training is delivered by the team with the objective of ensuring investigations are victim focused and evidence led, to improve outcomes and victim satisfaction. Training in this quarter has also continued to focus on the use of Civil Orders when seeking positive outcomes to obtain justice for victims.
- The Operation Investigate team have continued to support the professional development of wider policing teams, with the aim of improving victim satisfaction. Support has included developing training and guidance for the Rapid Video Response team to improve victim satisfaction for victims of domestic related offences.
- The Operation Investigate team have developed a training package providing guidance to Police Staff Supervisors, Police Sergeants, and Inspectors to improve supervision of crime and the investigation of missing vulnerable young persons. This training will be delivered to over 250 supervisors across the Constabulary.
- County-wide peer reviews and investigative audits are regularly carried out to support continuous investigation improvement at supervisory level.
- The Operation Converter team has become fully established in this reporting period. The team have significantly increased satisfaction for victims by obtaining over 200 positive outcomes of crimes which have been taken into consideration by offenders at sentencing. This process has provided reassurance to victims of crime that the offender has been dealt with for their crime, and that the police have taken every opportunity to achieve a positive outcome for the crime. The process also benefits the individual responsible for the offence, allowing for greater rehabilitation opportunities and a fresh start following release from prison.

(5) Improving Victim's Experience of the Criminal Justice System and Raise Confidence to Report Crimes

- The current workload of the Victim & Witness Care Team (VAWS) continues to increase. Ongoing issues for the team include:
- Trials being delayed or rescheduled at short notice in both the Crown Court and Magistrates Courts. This creates extra work for the team having to rearrange attendance and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk and are mirrored nationally.
- Retention of VAWS staff is an ongoing issue. Several posts in the team are temporary appointments, with members of the team regularly moving on to higher paid and permanent positions in the Criminal Justice System.
- A recent change to recruitment processes has been successful in attracting a large number of applicants for posts. This has enabled a select list to be kept, so that future vacant posts can be filled more swiftly.
- Communication between agencies on case decisions can have a direct impact on victims. Often the VAWS team do not receive timely updates from Courts/CPS on hearing outcomes to enable them to achieve Victim Code compliance and to ensure that victims are informed about the case outcome before it is reported in the media. Regular meetings are being held with partner agencies to reduce incidents of last-minute decisions being made without communication to VAWS.
- A Special Measures Advisor (SMA) has been recruited into the VAWS team. This role has been introduced to quality check Special Measures applications within Norfolk and to have direct contact with victims to explain what special measures are available to them to allow them to give their best possible evidence at court. This is a Ministry of Justice/Home Office funded pilot, which has resulted in 23 forces across the UK each receiving funding for a Special Measures Advisor post. The funding is currently only for 12 months.
- The SMA collects data on how many MG2s are completed by officers and the Witness Care Officers, for eligible victims or witnesses. They are attending monthly meetings with the other Special Measure Advisors, providing them with the opportunity to network and share good ideas and best practice. They provide feedback to officers and are being contacted regularly by officers for advice on completing the MG2 form to ensure that the application for Special Measures has the relevant details for it to be granted and approved by the Court. They also liaise with the Court and CPS on behalf of Victims, Witness Care Officers, and police officers to ensure that applications are granted within the relevant timeframes.

March 2023 Special Measures data

- Cases Reviewed by SMA - 57
- Cases without MG2s - 36
- Victims contacted - 23
- Applications completed by SMA - 14
- Referrals to IDVA Service and Witness Service by SMA - 22

- Applications chased with CPS and HMCTS for outcomes – 60
- Cases liaised with OIC's for amendments - 40

(6) Safeguarding vulnerable victims of ASB and crime

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Supporting victims	High Risk ASB - County	5	16	8	-68.8%	-37.5%
	Domestic abuse crimes - Risk assessment: High	300	362	319	-17.1%	-6.0%
	Domestic abuse crimes - Risk assessment: Medium	6,591	6,481	6,185	1.7%	6.6%
	Domestic abuse crimes - Risk assessment: Standard	2,337	2,905	2,956	-19.6%	-20.9%
	Domestic abuse incidents - Risk assessment: High	70	79	80	-11.4%	-12.5%
	Domestic abuse incidents - Risk assessment: Medium	2,082	2,026	2,008	2.8%	3.7%
	Domestic abuse incidents - Risk assessment: Standard	3,731	4,121	4,307	-9.5%	-13.4%
	Domestic Violence disclosures (Clare's Law)	945	750	649	26.0%	45.6%
	Child sex offender disclosures	138	98	93	40.8%	48.4%
	SARC - ISVA supported clients	808	873	793	-7.4%	1.9%
	No. Domestic abuse cases referred to NIDAS	3,510	Data not available	Data not available	Not applicable	Not applicable

Table 22: High Risk ASB Non-crimes by district, domestic abuse crime and incidents by initial risk assessment, DVDs, CSODs and SARC – ISVA supported clients.

Table 22 displays the number of Domestic abuse crimes and incidents by most recent risk assessment.

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- High risk Anti-Social Behaviour (ASB) cases are a standing agenda item on the monthly Operational Partnership Team (OPT) supervisor meeting, which is chaired by a Community Safety Department Inspector.
- All front-line officers have now received an additional training input from the Community Safety Problem-Solving Team around the requirement for initial safeguarding to be completed when they attend/record a high risk ASB investigation, rather than leaving it for the OPT to undertake this work at a later stage. This reduces risk at the earliest opportunity.
- There is currently one ASB investigation that has remained high-risk following secondary risk assessment conducted by OPT. Safeguarding follow-up work has been completed.
- Norfolk Constabulary Legal Services team are delivering training to Operational Partnership Teams and Beat Managers around applying for and enforcing Civil Orders.
- The volume of Domestic Violence Disclosures (DVDs) is increasing, both compared to the previous 12 months and the long-term average. This trend is also seen in Child Sex Offender Disclosures (CSODs). This is likely to be a continuing result of the schemes being made available for application online, as well as increasing awareness of both schemes.
- The number of High and Standard Risk domestic abuse crimes fell against the previous twelve months, and long-term averages, whilst Medium risk domestic

abuse crimes rose slightly. It is difficult to say exactly why this is, but review has shown that cases are being accurately risk assessed at point of contact and so this could be viewed, with cautious optimism, as a positive trend.

- The grading system for Medium risk domestic abuse cases, reported upon previously, continues to be an incredibly helpful tool to prioritise safeguarding work within the Medium risk domestic abuse cases. This has allowed for the number of cases awaiting safeguarding support during the first quarter of 2023 to be maintained at a manageable level and for support to be offered within appropriate timescales.
- The number of victims being supported by the Independent Sexual Violence Advisor (ISVA) service was slightly lower than the previous twelve months but still up against the long-term average. This position continues to reflect the increasing number of rape and serious sexual offences being reported to the police as well as the ongoing court backlogs, meaning that victims require support for longer periods.

Appendix A Overviews for each section of the Pillar 5

Improving the provision of entitlements set out in the Victims’ Code of Practice

- The Code of Practice for Victims of Crime (often referred to as VCOP or the Victims Code) is a statutory code that sets out the expectation of the minimum service level a victim should receive from the criminal justice system. In April 2021 a revised edition of the code was launched. The main changes included:
 - Rationalising the code to focus on 12 key areas or ‘Rights’, for the victim.
 - Allowing the victim to decide the frequency around when they would like updates.
 - Ensuring a rationalisation of contact points so victims know who to speak with about their case.
 - Empowering officers and staff to have more discretion as to when it would be appropriate to record a Victim’s Personal Statement (VPS).
 - A greater emphasis on explaining to the victim why a decision was made.
- It was introduced to drive up the standard of victim care offered by the police and other agencies involved in the Criminal Justice process.
- The 12 Victims Code of Practice Rights:



- The data presented is extracted from a dashboard that has been developed to help us monitor how well we are delivering these entitlements for victims.

Deliver High Quality Investigations to Support the Right Outcomes for Victims

Overview

- The Constabulary has a long running investigations improvement plan called “Operation Investigate”.
- The work was first originated in 2018/19 when the Constabulary recognised that with changes in the demography and training of front-line police officers aligned to changes in crime demand had left a knowledge and experience gap that needed to be addressed. Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) confirmed this issue in their 2018 PEEL inspection of crime data integrity.
- Since its start the work has evolved into a longer-term drive to improve the service to the victim as well as enhance the investigation opportunity at all stages of the process.
- Within this update the Constabulary will provide an update on the significant developments from the last quarter.

Improving Victim’s Experience of the Criminal Justice System and Raise Confidence to Report Crimes

Overview

- The Joint Justice Command (JJS) oversees the management of victims and witnesses waiting to attend court.
- The JJS’s Victim and Witness Care Team (VWCT) facilitate the support to ensure those involved in criminal cases receive dedicated and personalised contact as required.
- Each criminal case that goes to court is allocated to a Witness Care Officer (WCO), who will provide those involved with updates.
- If a person is required to give evidence at court, a WCO will provide practical assistance, such as help with transport.
- The team works closely with agencies such as the Crown Prosecution Service, Witness Service, and the Courts, and can refer victims and witnesses to other support options, for example those partners supporting young witnesses or domestic abuse victims.
- The data in the table provides a snapshot of the current workloads being managed by WCO’s. Cases are allocated depending on whether, at the first listing in the Magistrates Courts, it is anticipated that the defendant will plead guilty, or not guilty or whether, because of the seriousness of the offence, the case will be heard in the Crown Court.

Safeguarding Vulnerable Victims of Crime and ASB

Overview

- In this section the Constabulary provides an update around its operational safeguarding procedures and practices that protect vulnerable victims.

- The brief is divided into two sections:
 - An overview from the Safeguarding and Investigations Directorate on their work around protecting victims of serious sexual assault and domestic abuse.
 - An update on how the County Policing Command (uniformed response and Neighbourhood Officers) respond to calls around anti-social behaviour and how they are managed.
- The data tables presented give an overview of demand and trend indicators across the various measures. Over time they will allow the Constabulary to monitor the allocation of resources and deploy additional support to areas of emerging or persistent risk.
- The Safeguarding and Investigations Directorate have oversight of the work around protecting victims of serious sexual assault and domestic abuse working closely with uniform colleagues.
- Specialist Officers are based within the Multi-Agency Safeguarding Hub (MASH) where Police and other partners including, Children and Adult Social Care, oversee the risk management plans around victims and offenders.
- The number of domestic abuse cases graded as high or medium risk is on the rise.
- The increase in disclosures under the Domestic Violence Disclosure Scheme follows an online application option having been made available and is an important tactical option in reducing future risk.
- Safeguarding work is always completed for high-risk cases on the day the matter is reported to police.
- A final risk grading is a subjective decision based on the experience of the assessor. The range of potential risk within the medium grading, and the volume of such cases, means that it has in the past been difficult to prioritise victims in most need of support within this cohort. In response the Constabulary has developed an automated system to identify cases with the highest number of risk factors that would indicate potential future escalation. This system is now used daily to ensure that resources are allocated to the most pressing cases.
- The Constabulary has worked very closely with the Office of the Police and Crime Commissioner (OPCC) and other partners to ensure the successful launch of the Norfolk Integrated Domestic Abuse Service (NIDAS). NIDAS is an innovation for 2022 bringing together victim support services across the county under one umbrella. There are two benefits to this approach:
 - After the initial assessment, it ensures that the most appropriate service is provided to the victim.
 - By avoiding the risk of duplication, that the team offer the service to its full potential, ensuring the maximum number of referrals can be supported.
- The Constabulary has created a Civil Orders Working Group to collate knowledge regarding the wide range of orders available to look to guide staff around best practice when advising victims.

- The Sexual Assault Referral Centre (SARC) continues its important work of delivering a service to victims of serious sexual assault from the initial point of contact through potentially to attending court. The service is built around the work of the Independent Sexual Violence Advocates (ISVA). Targeted work has taken place to improve the contact with harder to reach groups working with partners such as the Terrence Higgins Trust and the Norfolk LGBTQ+ Project. The team have also provided training to charities working within the Black Asian Minority Ethnic (BAME) communities.
- The increase in active caseloads within the ISVA service is a consequence of increasing numbers of offences reported to both police and the SARC, exacerbated by court backlogs meaning that clients who require support all the way through to trial remain 'open' for a longer period than before.
- The County Policing Command (Safer Neighbourhood Patrol and Local Policing Neighbourhood Officers) respond to calls around anti-social behaviour and oversee how these types of incidents are managed.
- The Constabulary has a documented process map for addressing anti-social behaviour (ASB) to ensure staff have best practice guidance available to them when advising a member of the public.
- All calls to the Police Control Room regarding ASB are recorded and assessed. Those where there is a significant risk will be prioritised for an attendance.
- All reported ASB cases have a secondary risk assessment carried out by the District Operational Partnership Team (OPT) supervisors and the current policy is that any case that remains high risk following this secondary risk assessment requires immediate safeguarding and mitigation of the risk, which is then documented within the investigation enquiry log. It is then allocated within the OPT and managed with assistance from partner agencies and the Local Policing Neighbourhood Team.

END.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – July 2023

SUBJECT: Constabulary update on Pillar 6 (Safer Stronger Communities) of the Police and Crime Plan.

SUMMARY: The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 6 of the Police and Crime Plan.

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report.

Overviews for each section are provided in appendix A

PILLAR 6: SAFER AND STRONGER COMMUNITIES

(1) Supporting Road Users to be Safer on our Roads

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Killed/Seriously Injured collisions	394	400	393	-1.5%	0.3%
	Vulnerable Killed/Seriously Injured collisions (Cyclists, Motorcyclists, Pedestrians & Horse Riders)	214	202	210	5.9%	1.9%

Table 23: Killed/Seriously Injured and Vulnerable Killed/Seriously Injured.

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- There has been a very slight increase in Killed or Seriously Injured collisions (KSIs) when compared to the long-term average, however there is a decrease when compared to the previous 12 months.
- There is a slight increase in Vulnerable KSIs compared to the previous 12 months, and long-term average. This quarter has seen thirteen fatal collisions with fifteen fatalities across Norfolk. In January there were seven fatalities, five in February and three in March.
- During this quarter Norfolk Constabulary has taken part in the National Police Chiefs Council (NPCC) led Fatal Four road safety campaign through the national 'Using a Mobile Phone Whilst Driving' operation, which was conducted over two weeks between 27th February and 12th March 2023. The campaign saw a total of 94 offences detected. Upcoming campaigns in the next quarter will include the NPCC Global Road Safety Week, focusing on the Fatal Four.
- The new Commercial Vehicle Unit (CVU) was introduced in Norfolk on 23rd January 2023, funded by the Safety Camera Partnership. This team provides specialist enforcement, knowledge, and investigative capability in respect of commercial vehicle activity. It also contributes towards improving the safety of all those using the roads in Norfolk, which has seen a 35% increase in killed and serious injury collisions involving commercial vehicles. The CVU also enhances opportunities to disrupt Organised Crime Groups and serious offences committed by those using commercial vehicles, such as Drug Trafficking and Human Trafficking.

CVU Results since launch:

2023	Vehicles Stopped	TOR's Issued	Offences Detected	Total Fines Issued	Total Prohibitions
Jan/Feb	217	155	251	£24,800	30
March	224	171	198	£25,300	38
Total	441	326	449	£50,100	68

Table 24: Fatal 4 – Commercial Vehicle Unit data since 23.01.2023

- Norfolk Constabulary, in conjunction with key road safety partners, is continuing to delivery road safety education to young people with ‘blind spot’ events, advising vulnerable road user groups of the dangers presented by larger vehicles. The Young Driver Education Coordinator continues to assist with this delivery in addition to Fatal Four education to young people aged 15-19 years, delivering 88 sessions to 2,864 students along with 23 e-scooter presentations to 3,374 students.

Update on Fatal 4 enforcement

2023	<i>Driver using Mobile</i>	<i>Seatbelt</i>	<i>Officer detected speeding</i>	<i>Camera detected speeding</i>	<i>All other Traffic Offence Reports (Officer detected)</i>
Jan	118	71	284	3762	672
Feb	66	50	231	4409	636
Mar	157	68	151	4324	663
Total	341	189	666	12495	1971

Table 25: Fatal 4 - Traffic Offence Reports (TORs)

- The table above sets out the number of traffic offence reports issued by uniformed officers which include the work of the Road Casualty Reduction Team (RCRT) during this quarter. This shows a continuation of high levels of enforcement associated to Fatal Four offences, albeit a slight reduction against the previous quarter, as the longer winter nights arrived.
- Continuing into 2023, the Safety Camera Partnership will be incorporating Community Speed Watch data into an interactive computerised system along with other data sources, to better guide and direct enforcement activities around excess speed issues across the county.

(2) Working with Partners and Communities to Prevent Crime and Harm

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	ASB Environmental	586	573	892	2.3%	-34.3%
	ASB Nuisance	7,497	7,643	8,600	-1.9%	-12.8%
	ASB Personal	1,863	2,001	2,656	-6.9%	-29.9%
	Burglary Residential	1,286	1,356	1,508	-5.2%	-14.7%
	Solved	133	117	135	13.7%	-1.5%
	- % solved	10.3%	8.6%	9.0%	1.7pp	1.3pp
	Vehicle crime	1,833	1,677	1809	9.3%	1.3%
	Solved	142	161	174	-11.8%	-18.4%
	- % solved	7.7%	9.6%	9.6%	-1.9pp	-1.9pp
	Theft of Vehicle crime	619	605	613	2.3%	1.0%
	Solved	76	85	87	-10.6%	-12.6%
	- % solved	12.3%	14.0%	14.2%	-1.7pp	-1.9pp
	Theft from Vehicle crime	1,054	844	980	24.9%	7.6%
	Solved	49	55	65	-10.9%	-24.6%
	- % solved	4.6%	6.5%	6.6%	-1.9pp	-2.0pp
	Arson and Criminal Damage	7,173	7,302	7,199	-1.8%	-0.4%
	Solved	836	739	837	13.1%	-0.1%
	- % solved	11.7%	10.1%	11.6%	1.6pp	0.1pp
	Robbery	343	344	349	-0.3%	-1.7%
	Solved	64	45	52	42.2%	23.1%
	- % solved	18.7%	13.1%	14.9%	5.6pp	3.8pp
	Hate crimes	1,305	1,436	1,350	-9.1%	-3.3%
	Solved	211	162	172	30.2%	22.7%
- % solved	16.2%	11.3%	12.7%	4.9pp	3.5pp	

Table 26: Neighbourhood crime (ASB by category, Burglary Residential, Vehicle crime, Arson and criminal Damage, Robbery and Hate crime)

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- During the first lockdown period in April and May 2020 there was an increase in ASB CADs, which now contributes to the higher long-term average figures.
- The number of ASB Nuisance and ASB Personal CADs have decreased in the last 12 months compared to the previous 12 months. ASB Environmental has seen a 2.3% increase, from 573 to 586, however all have a decrease against the long-term average. Compared to the previous reporting period (12 months ending December 2022), the volumes of all types of ASB have decreased.
- There has been further investment in training of officers engaged in responding to anti-social behaviour and neighbourhood crime. All Operational Partnership Teams (OPTs), Beat Managers and Local Policing Neighbourhood Sergeants have received further training in relation to Civil Orders, increasing opportunities for prevention and early intervention.
- Prior to the Covid-19 pandemic, there was an overall decrease in the volumes of neighbourhood crime, most prominent in Residential Burglary, which was also evident nationally. The volume of Residential Burglaries has continued to decrease in the last 12 months, being -5.2% against the previous 12 months and -14.7% compared to the long-term average. This decrease is also evidence since the last reporting period (12 months to December 2022). In addition, the solved rate from the last 12 months is 1.7pp higher than the previous 12 months and 1.3pp above the long-term average.
- There was a pronounced decrease in vehicle crime during 2020, however in the last 12 months volume is increasing (9.3% compared to the previous 12 months

and 1.3% to the long-term average), although the rate of increase is slowing in comparison to the last reporting period to December 2022.

- Volumes of Arson and Criminal Damage show a decrease of -1.8% in the last 12 months compared to the previous 12 months, also being 0.4% below the long-term average. The last 12-month volume is also relatively stable against the last reporting period (12 months to December 2022).
- Robbery volumes remain very stable both year-on-year and against the long-term average. It continues to be a rare, though very impactful, crime in Norfolk. It is encouraging to note that the solved rate of robberies continues to increase. The last 12 months shows a 5.6pp and 3.8pp increase relative to the previous 12-months, and long-term average respectively.
- Volumes of Hate Crime increased following the commencement of social restrictions related to Covid-19, and while volumes have fluctuated since, they have started to return to pre-pandemic levels. Police officers and Police Staff continue to encourage reporting from victims of ‘hidden’ crimes, and those from parts of the community who may not typically report crime. Hate crimes are often linked to community tensions. Scoping by police and partners is managed through a partnership Community Relations and Prevent Strategic Group (CRPSG).
- The rate of Hate Crimes with a ‘positive’ solved outcome in the last 12 months has increased 30.2% compared to the previous 12 months, and 22.7% against the long-term average. These increases are 3.3pp and 5.5pp above the last reporting period to December 2022. This is really pleasing to note and demonstrates the value of the additional scrutiny being focused on this area of policing.

(3) Early identification and Diversion to the Appropriate Agencies for those suffering with Mental Health issues

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Mental Health Act Assessments conducted in custody	197	157	142	25.5%	38.7%
	Athena investigations tagged for MH team to review	10,724	9,021	Data not available	18.9%	Not applicable
	Persons detained under sec 136 <i>Data to February 2023</i>	446	605	561	-26.3%	-20.5%
	Section 135 warrants executed	67	61	Data not available	9.8%	Not applicable

Table 27: Mental health act (MHA) assessments in custody, Athena investigations tagged for Mental Health Team to review, Persons detained under section 136 and section 135 warrants issues

The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise stated. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

- Section 136 Mental Health Act detentions in the past 12 months have seen a significant reduction of 26.3%.
- The Police Mental Health Team are delivering a training programme to all frontline officers which is due to be completed in August 2023. Inputs have been provided on the new crisis alternative pathways including the five Wellbeing Hubs around the County and the Mental Health Joint Response Cars. Officers have also been reminded of their responsibilities to ensure that a medical professional is consulted prior to the decision being made to detain

someone under Section 136, where practicable. This has seen an increase in consultations from 54% in August 2022 to 82% in March 2023. The Mental Health team have also collaborated closely with partner agencies to implement a process to highlight those individuals who are being repeatedly detained under Section 136 to ensure that they are receiving the correct treatment and support to reduce the number of people going into crisis. All of these measures have undoubtedly led to the reduction in Section 136 detentions in the past year.

- Mental Health Act assessments in police custody suites have continued to increase over the past 12 months. This is a focus for attention over the coming months to identify if more appropriate pathways can be identified at an earlier stage without the need to come into police custody and to ensure that those who do come into custody are swiftly assessed and if necessary, found a bed as quickly as possible. This is being reviewed as a part of a specific work group involving a multi-agency approach within the Urgent and Emergency Care Steering Group.
- The Police Mental Health Team continue to review an increasing number of police (Athena) investigations to ensure that early intervention opportunities are identified, and people are appropriately signposted for support to the relevant agency before they reach crisis.

(4) Promote Crime Prevention Initiatives

Continued, new or planned crime prevention initiatives supported by Norfolk Constabulary during this reporting period include:

- In response to an increase in catalytic converter thefts, a prevention and awareness raising campaign has been implemented. Activity has included press releases, social media posts and specific crime prevention and target hardening measures at identified vulnerable locations. This work continues under Operation Postern.
- The Operation Bodyguard Police Support volunteers continue to support fraud victims across the county, including through the ongoing offer of fraud awareness talks to community groups. Alongside the Op Bodyguard work, Norfolk victims of fraud and scams will be supported via the National Economic Crime Victim Care Unit (NECVCU) Level 2 service, when it goes live in May 2023.

(5) Increasing Volunteering opportunities within the Community to help Policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Special Constabulary establishments (monthly average)	171	178	184	-3.9%	-7.1%
	Special Constabulary hours	44,581	41,156	48,498	8.3%	-8.1%
	Special Constabulary duties	6,585	6,089	6,833	8.1%	-3.6%
	Special Constabulary events	660	409	556	61.4%	18.7%
	Police support volunteers establishments (monthly average)	113	120	125	-5.8%	-9.6%
	Police support volunteers hours	10,728	9,795	9,899	9.5%	8.4%
	Police support volunteers duties	2,552	2,453	2,472	4.0%	3.2%
	Police support volunteers events*	Data not available			Not applicable	

Table 28: Establishments, hours, duties and events for Special Constabulary and establishments, hours, and duties for Police support volunteers.

*Police support volunteer events are not recorded. The date range for the Last 12 months was 01/04/2022 – 31/03/2023 unless otherwise noted. The date range for Previous 12 months was 01/04/2021 – 31/03/2022. The date range for the long-term average was 01/04/2019 – 31/03/2022.

Area	Indicator	Last 12 Months
Safer and stronger communities	Cadet establishments (monthly average)	118
	Cadet hours	645
	Cadet duties	246
	Cadet events	62

Table 29: Establishments, hours, duties, and events for Cadets.

Area	Indicator	March 2023	March 2022
Safer and stronger communities	Community Speed watch - Schemes (current number)	102	93
	Community Speed watch - Members (current number)	857	837
Area	Indicator	Last 12 months	Previous 12 months
Safer and stronger communities	Community Speed watch - Letters issued	16,433	18,781

Table 30: Community Speed watch: Schemes, members and letters issued.

Cadets

- This year (April 2022-Mar 2023) has seen a steady increase in the number of Cadets, with some Units maintaining high numbers and others doubling the number of Cadets. We have said goodbye to a number of our Cadets due to age, and some for other reasons.
- By adopting a more engagement focused and ‘fluid’ approach to Cadet recruitment we have seen an increase in referrals from targeted Youth Support Services and Children Services. This has had a positive impact on those young people’s lives, with a number staying on beyond any trial period that was initially arranged.
- Norfolk Police Cadets have remained consistent with its seven Units offering one x 2-hour sessions weekly during term time. Some Units have had to cancel sessions when the Leader's capacity has been too low to operate. An

uplift of Leaders has occurred over the past 12 months, and this is still ongoing.

- Norfolk Cadets have attended multiple community events and shows in the past 12-months and are quickly becoming recognised as a reliable group of volunteers.
- Events attended in the last quarter included a Joint Emergency Services training exercise at Carrow Road, with the Cadets role playing as match-goers and casualties. The Cadets helped to identify several areas for improvement for the multi-agency response which will help to keep people safer if a real-life situation were to occur.
- Cadets have received training in orienteering and took part in an all-day activity to navigate themselves around Whitlingham Country Park.
- Cadets have assisted Local Policing Teams with their campaigns, delivering important messages to shops on the laws and dangers of selling alcohol, tobacco and vapes to those who are underage.
- The Cadets continue to build active networks with youth organisations and youth workers to not only receive engaging workshops to learn from, but also offer these services their feedback through participation, and ideas to improve.
- By linking with youth groups across Norfolk we have achieved engagements across the county that has provided Scouts (Cubs, Beavers, and Squirrels) and Youth Advisory Boards the chance to have tours around stations, meet officers and be shown different departments. The aim for this engagement is to build relationships and trust between and these communities and officers. Similarly, it can have a positive impact on officers when they are engaging with young people and responding to situations that involve young people.
- Future activities will involve all Cadets shaping the Serious Violence Duty work with the OPCC and recruiting two High Sheriff Cadets for the year 2023/2024. Cadets will play an active role in the Anti-Social Behaviour Awareness Week, Op Sceptre (national knife crime campaign), Pride, Royal Norfolk Show, Run Norwich, and the SEND Festival.

Special Constables

- The establishment of the Special Constabulary has reduced due to the Uplift programme for regular officers. Further induction courses are planned during the 2023/24 financial year.
- Recruitment of new Special Constables is a continual programme due to expected turnover. The Constabulary recruitment events are continuing to receive interest from members of the public. Bi-monthly interactive information recruitment events have received positive feedback, giving excellent insight into the Special Constabulary.
- In this reporting period, these officers have performed 44,581 hours for the constabulary, an increase from 41,156 hours in the previous reporting period.
- Notable events supported by the Special Constabulary in the past 12 months include the Commonwealth Games, Sandringham duties following the death of HM Queen Elizabeth, Sandringham Winter Court, and a range of community events.
- The Special Constabulary is looking forward to supporting the public in a number of summer events, including The Royal Norfolk Show, Run Norwich,

Lords Mayor procession and many other concerts and events across the county.

Police Support Volunteers (PSV)

- Our Police Support Volunteers provide invaluable support to the Constabulary, delivering a broad range of activities including scam awareness talks to the public, wellbeing dogs, monitoring town centre CCTV systems, providing administrative support for Norfolk Neighbourhood Watch, and looking after our Force Heritage collection. Other key functions include supporting the work of our Broads Beat Team and role playing in Police Officer training exercises.
- Whilst the number of registered Police Support Volunteers has fallen slightly the number of hours and duties that our PSVs have delivered has increased in this reporting period.

Community Speed Watch

- The number of Community Speed Watch (CSW) volunteers continues to increase, with 857 members registered at the end of March 2023 compared with 837 at the end of March 2022. In the same period the number of schemes across the county also increased from 93 to 102.
- Our Community Speed Watch volunteers have deployed on 2429 occasions over the year, conducting 2576 hours of activity and 18930 speed checks.
- As a result of the work of these teams, 17146 warning letters were sent out to motorists during financial year 2022/23.
- The work of the CSW schemes continues to guide and assist the safety camera partnership to proactively target speeding issues of public concern.
- There was a high level of engagement from the CSW teams for the National Police Chiefs Council (NPCC) Road Safety Week in November 2022, with 54 teams volunteering, resulting in 681 warning letters being sent and CSW teams committing to 114.5 hours of volunteering. There are plans to include CSW volunteers in similar future events during 2023.

Appendix A Overviews for each section of Pillar 6

Supporting Road Users to be Safer on our Roads

Overview

- The Constabulary will provide a summary of the police work undertaken to aim to reduce the number of Killed or Seriously Injured (KSI) on the county's road network.
- Data is monitored on KSI and on Vulnerable Road users as a sub-group (vulnerable road users are defined as pedestrians, cyclists, and motorbike/moped riders). Vulnerable road users form a significant percentage of the overall KSI figure.

Norfolk Road Safety Partnership

- The Norfolk Road Safety Partnership (NRSP) is a strategic alliance of key partners within the county that work together to support casualty reduction and promote safe use of the roads.
- The NSRP approved funding bids for the 2022/23 financial year supporting:
 - The Young Driver Education Co-ordinator (YDEC) post – This role focuses on delivering road safety awareness training in schools targeting 15–19-year-olds.
 - Road Casualty Reduction Team (RCRT) – A team of police motorcyclists prioritising work that targets education and enforcement with a focus on the safety of vulnerable road users.
 - Proposals to scope the delivery of a Commercial vehicle Unit (CVU) – A team of police officers prioritising work around education and enforcement concerning commercial vehicles (safe driving; safe carriage; safe condition; denying criminal use of such vehicles). Final quarter of this FY.

Early identification and Diversion to the Appropriate Agencies for those suffering with Mental Health issues

- The Constabulary has established both a strategic and operational oversight of the police response around mental health across the county.
- Strategically the Assistant Chief Constable for Local Policing sits as a member of the county level multi-agency steering group (Urgent and Emergency Care Transformation Programme Steering Group) with a work plan focused on improving the response and capability of mental health provision for the benefit of service users.

- Within the Community Safety Directorate, the Constabulary has a small Police Mental Health Team that oversee the day-to-day police response around mental health across the county. They work closely with officers and other agencies with the intention of looking to improve the service delivered to those in crisis.
- In addition, a team of qualified mental health nurses are based permanently within the Police Control Room providing live-time advice and guidance to officers who are dealing with persons experiencing mental health crisis as well as assisting in engagement with partner agencies.
- The data is used to track and review the policing element of the mental health agenda.

Increasing Volunteering opportunities within the Community to help Policing

Overview

- Volunteers provide valuable support to the Constabulary across a range of roles including those that carry warranted powers of a Special Constable (SC).
- Within this section the Constabulary will provide a short summary of key developments for:
 - The Special Constabulary – volunteer officers with warranted police powers
 - The Police Cadets – volunteer 13–16-year old's that help deliver policing initiatives
 - Police Service Volunteers – Those that work alongside officers and staff to assist a police department or team
 - Speedwatch – A volunteer team that help make the road network safer through educating the public about speed.

END.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A