

PCC ACCOUNTABILITY MEETING

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

Date: Tuesday 8 October 2024

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 of the previous meeting held on Monday 22 July 2024	Page 3
4.	10:05am	Public Questions	Verbal Update
5.	10:30am	Police, Crime & Community Safety Plan 2022-24: Pillar 1 - 'Sustain Norfolk Constabulary'	Page 20
6.	10:45am	Police, Crime & Community Safety Plan 2022-24: Pillar 2 - 'Visible and Trusted Policing'	Page 33
	11:00am	Refreshment break (if required)	
7.	11:15am	Police, Crime & Community Safety Plan 2022-24: Pillar 3 - 'Tackling Crime'	Page 48
8.	11:30am	Police, Crime & Community Safety Plan 2022-24: Pillar 4 - 'Prevent Offending'	Page 62
9.	11:45am	Police, Crime & Community Safety Plan 2022-24: Pillar 5 - 'Support Victims'	Page 76
10.	12:00pm	Police, Crime & Community Safety Plan 2022-24: Pillar 6 - 'Safer and Stronger Communities'	Page 87
11.	12:15pm	Emerging Operational/Organisational Risks	Verbal Update

12.	12:20pm	A.O.B.	Verbal Update
13.	<u>Date of Next Scrutiny Meetings</u> Police and Crime Panel: Monday 14 October 2024 from 10:00am – 1:00pm Strategic Governance Board: Tuesday 14 January 2025 from 10:00am – 12:00pm PCC Accountability Meeting: Tuesday 21 January 2025 from 10:00am – 1:00pm		

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**MINUTES OF THE PCC ACCOUNTABILITY MEETING HELD ON
MONDAY 22 JULY 2024 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:

Sarah Taylor	Police and Crime Commissioner, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
Paul Sanford	Chief Constable, Norfolk Constabulary
Mark Stokes	Chief Executive, OPCCN
Simon Megicks	Deputy Chief Constable, Norfolk Constabulary
Nick Davidson	Assistant Chief Constable, Norfolk Constabulary
Julie Dean	Assistant Chief Constable, Norfolk Constabulary
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
Gavin Thompson	Director of Policy, Commissioning and Communications, OPCCN
James Stone	Head of Performance and Scrutiny, OPCCN
Robert Button	Chief Inspector, Norfolk Constabulary
Lucy King	Inspector, Norfolk Constabulary
Richard Bell	Sergeant, Norfolk Constabulary

Laura Bagshaw	Corporate Communications Manager, Norfolk Constabulary
Susan Starling	Media and Communications Manager, OPCCN
Kirt Wilkinson	Performance and Scrutiny Manager, OPCCN

- 1.1** Before addressing the agenda items, the Police and Crime Commissioner (PCC) welcomed the attendees and explained that the meeting will be recorded and uploaded to the OPCCN website after the meeting.
- 1.2** Introductions were made by everyone at the table.
- 1.3** No apologies were received.

2. Declarations of Personal and/or Prejudicial Interests

- 2.1** There were none declared.

3. To Confirm the Minutes of the Meeting Held on Tuesday 17 October 2023

- 3.1** The minutes were confirmed with no objections. There were no actions to be completed from the last meeting.

4. Public Questions

4.1 There were 17 questions received from members of the public. The PCC welcomed the submissions and was thankful for receiving so many. The PCC mentioned that this was a large number of submissions compared to what had been previously received and would like to continue to receive more in the future. The PCC clarified that it is important to know more about who the person submitting the questions is, so that more intelligence can be provided within responses. The PCC reiterated that currently the OPCCN's policy states that there is a 100-word limit on public questions, and this is useful so that the question can be refined, however the OPCCN will have a look at the word limit so see whether 100 words is an appropriate amount. The PCC confirmed that one question was for her to respond to directly, and that any questions not raised within the meeting will be answered in writing after the meeting.

4.2 The first public question area the PPC touched upon concerned Britannia Road in Norwich where there have been issues with anti-social driving and breaches of Public Spaces Protection Orders (PSPO). The PCC asked the Chief Constable (CC) what Norfolk Constabulary is doing in relation to any breaches of PSPO's and where the responsibility rests in taking any such breaches forward. The CC acknowledged that the residents of Britannia Road have had a tough time with anti-social driving for some time and it certainly is a hotspot for that behaviour. The CC confirmed that Norwich City Council are the responsible authority for determining whether a Fixed Penalty Notice will be

issued for any breach of the PSPO, or if a breach will result in prosecution. However, the CC noted that Norfolk Constabulary still have a role to play as they are typically always going to be the first responders to incidents of that nature and have a role in gathering evidence on behalf of Norwich City Council. The CC clarified that before you get to the point of prosecution there is an escalation route which starts with warnings such as letters and notices. The CC confirmed that Norfolk Constabulary's current position is that they are working through the people who have had their initial warning notice moving through that level of escalation so that Norwich City Council can consider prosecution. The CC believes that they are currently considering one for prosecution. The CC also confirmed that in addition to the PSPO, Norwich City Council has obtained an Automatic Number Plate Recognition camera to install at the location which will help with evidence gathering. There is a speed indicator device currently installed at Britannia Road to gather better evidence about the extent of the speeding that is taking place there. The data that this device collects is really important as it is used by Highways to support their decision-making about more substantive redesign or problem solving, whether that be traffic calming or anything else in the future. In Great Yarmouth, Norfolk Constabulary are currently trialling an acoustic noise camera which is one of only two in the country at the moment. Norfolk Constabulary has an operation in place, called Operation Octane which is a police-led partnership response to anti-social behaviour and dangerous vehicle usage. The CC stated he's quite confident that Norfolk Constabulary's activity around Operation Octane will be dealing with many individuals who are causing problems at Britannia Road.

Action 1: The PCC asked the CC whether the timeline for the acoustic noise camera trial is known, and the CC confirmed that he would inform the PCC.

4.3 The PCC followed up on the anti-social driving question by asking the CC how communities involved in this behaviour could report such. The CC replied that reporting should be done by calling 101 on the phone or through Norfolk Constabulary's live online chat function via their website.

4.4. The PCC raised a further public question to the CC, asking if there is anything that can be done to make roads safe where it is too dangerous for cars to pass cyclists, such as the B1145, to ensure cyclist safety. The CC confirmed that Norfolk Constabulary have been running Operation Close Pass across the county which involves the prosecution of drivers not providing adequate space to a cyclist on the road. The CC mentioned that he was not aware of the B1145 being an issue, however that's not to say there isn't something the Constabulary can do there. The CC stipulated that not all roads are suitable for Operation Close Pass due to their layout. Norfolk Constabulary are working closely with local authorities for there to be cycle lanes from the crematorium to the Queen Elizabeth roundabout on the B1145, and the force is monitoring speeding data along that road. Wider road safety initiatives in which Norfolk Constabulary partake in around the Fatal 4 also help in ensuring the safety of cyclists. The PCC

followed up by asking the CC how members of the public could report requests for roads to be considered, such as the B1145. The CC confirmed that reporting can come through many routes, but the best method would be to raise these issues at a local priority setting meeting. The Norfolk Constabulary website has a section where it displays all the upcoming local priority setting meetings. The PCC asked what the attendance at these meetings looks like. The CC states that it varies across the county, however, is unable to give specific numbers. The CC also acknowledged that individuals do not have to attend such meetings for the force to pick up their priorities, they can submit their concerns online which will then be passed onto their local Beat Manager.

4.4 The next public question the PCC put forward to the CC was in relation to staffing and why Norfolk Constabulary has stopped recruiting Special Constables. The CC confirmed that Norfolk Constabulary has momentarily paused recruitment of Special Constables for a number of reasons, however they intend to recommence recruitment soon. The main reason for the pause is that Norfolk Constabulary have been carrying out a review of how they recruit and deploy Specials. The CC stated that Specials are a fantastic addition to their team, however whilst they are volunteers, there are costs associated with them. The CC clarified that they do not pay Specials a salary, but they do cost in terms of kit, equipment, training and insurance. This has significantly increased in recent years and Norfolk Constabulary wants to make sure that it is making the best use of their Special Constabulary. The CC also noted that the College of Policing has recently revised the training curriculum for Specials, so Norfolk Constabulary are having to do a local redesign so that they can accommodate the new requirements. The CC suggested that the likely outcome from the review is that there's going to be an increase in the required minimum number of hours from Specials. Furthermore, there is likely to be a change in the areas where Specials are deployed as the force has always seen them as contributing to visible policing teams, but the force also wants to explore if there are opportunities for Specials to specialise in certain functions where they can bring their skills from outside of policing. The CC confirmed that everyone who has applied to be a Special should have been told why there is a pause. The CC concluded by requesting the details of this individual so that the Constabulary can get back to them directly with a response.

Action 2: The OPCCN is to share contact details with the CC if the question submitter consents to this.

4.5 The PCC asked the CC what provisions Norfolk Constabulary have in place to support officer welfare as they deal with traumatic events as part of their role. Specific reference was given to newly qualified officers joining the force to ensure that they have the support they need. The CC acknowledged that young officers are working in an increasingly challenging environment. The CC stated that they are unavoidably working hard as the volume of calls continues to increase and the complexity of those challenges increase. Sadly, too often Norfolk police officers are met with hostility and violence from some of the

individuals that they engage with, and it does make it a difficult job to do. The CC therefore acknowledged that it is his duty to ensure that there is a good workplace health provision in place and the force strives to do that. One of the things that the Constabulary do, and are one of the only forces in the country that does this, is at the end of a Student Officer's eleven week period with their tutor constable the Constabulary has inserted an extra 15 weeks where those officers are posted to a Community Support Unit, where they have a much higher level of supervision and controlled exposure to the risks and challenges of policing. The CC confirmed that this has been done to make sure that they retain those officers who have completed their initial training, in order to slowly introduce them to the challenges that policing brings and make sure that the force is investing in their skills. Furthermore, Norfolk Constabulary has a dedicated Wellbeing Team that is part of the Workplace Health department, which provides support to individuals and managers in all aspects of wellbeing. The force has a Wellbeing Champion network across the Constabulary, and there is dedicated information about wellbeing on their internal intranet pages which signposts officers and staff to guidance. There are also offers of external and charitable organisational help. The CC acknowledged that in the past the force has not been as good as they could have been at telling staff what facilities are available to them, but the CC believes the force is getting better at that. The Communications Department promotes a number of healthy living information campaigns such as healthy eating, smoking cessation, menopause assistance, and health promotion challenges to try and keep individuals in the workforce. The CC confirmed that the force has a 24/7 365-day Employee Assistance Programme which is a phone number which any police officer or staff member can call for immediate and live support. The force also has a Trauma Risk Incident Management process, and offers online fitness classes, so the options are broad and extensive. The PCC followed up by asking the CC how line managers of staff are encouraged to use these provisions. The CC acknowledged that this is an area where further improvements need to be made as traditionally there was a 'suck it up' culture in place, but he believes the force has now moved away from that, and the main reason for this is the leadership in the force and the courses that they undertake in relation to wellbeing which was not something the Constabulary did previously. The Deputy Chief Constable (DCC) added that at the start of every early shift, Community Support Unit officers will do a quick wellbeing survey so that the force can get a gauge on how officers are feeling.

4.6 The PCC asked the CC about Norfolk Constabulary's response to stalking and harassment reporting and whether they would benefit from having a dedicated stalking unit, as the PCC received a question from a member of the public who was unhappy with how the Constabulary dealt with a stalking case. The PCC added that there is further concern in this area now with the news of the Government's early prisoner release. The CC acknowledged that there has been clear disappointment in relation to that specific incident and the Constabulary would be happy to look further into this incident. The CC confirmed that Norfolk Constabulary does not have a dedicated stalking unit,

but they do have a Domestic Abuse Partnership Perpetrator Approach, known as the DAPPA team who deal with high-risk and high-harm perpetrators. The CC confirmed that funding for this team had previously been secured only up until 1 July 2024, but the force has now been able to make this a permanent approach. The team proactively manage Stalking Protection Orders (SPOs) as well as conducting address checks of perpetrators and dealing with breaches of SPOs. Furthermore, they draw up contracts with victims to show how they would like the Constabulary to engage with them. Within Norfolk Constabulary's Multi Agency Safeguarding Hub, stalking crimes are monitored as they are reported across the force. An officer will then get in contact with the victim via the Safeguarding Hub if the team thinks it may be suitable for a SPO. The CC confirmed that stalking can now be reported online which is a new development for Norfolk Constabulary. When a report comes through online, it will get a priority response from Norfolk Constabulary's Contact and Control Room as the force know it can be difficult to make a call, or the circumstances the victim might be in might make the call difficult. Once in attendance, Norfolk Constabulary have recently introduced a new Domestic Abuse Risk Assessment tool, which is an enhancement of the risk assessment that was previously used. The question set helps officers to identify possible stalking cases and directs them towards a specific stalking risk assessment in relevant cases. Recent training delivered to Sergeants and Inspectors included a specific input on stalking and the use of civil orders, including Stalking Protection Orders. The CC mentioned that the College of Policing has published some details on its website about Cheshire Police's stalking unit which will be looked at closely. The CC stated that there are a number of functions across policing where it would be beneficial to set up specialist teams, however resourcing and funding are limiting factors. The CC noted that the force is improving in their response to stalking and the recent recruitment to the DAPPA team will ensure significant steps forward.

4.7 The final public question the PCC asked was around what Norfolk Constabulary is doing to help vulnerable victims navigate the complex criminal justice system. The CC confirmed that at the point where a case is proceeding to a trial, Norfolk Constabulary's Victim and Witness Care officers will complete an individual risk assessment with each victim and arrange with them details about how they'd like to be contacted moving forward, specific to their own individual needs in readiness for the court process. The CC added, that with all investigations, the force has an eight-point plan for officers to follow, which is similar to that of a flowchart and a significant part of that is to agree victim contract as to how they want to be kept updated.

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

5.1 The Assistant Chief Officer (ACO) Peter Jasper introduced the Sustain Norfolk Constabulary paper and proceeded to highlight some finance related matters. The ACO stated that Norfolk Constabulary have seen an overspend in 2023/24 of £633,000 which equated to 0.32% of the net revenue budget. The overspend came from pay rises that were partially funded by the Home Office,

and significant inflation levels had an impact on the overspend. The ACO added that Norfolk Constabulary had actually forecasted a larger overspend throughout the course of the year, however the force mitigated that spend and were able to bring it down. The ACO acknowledged the final reserve movements for 2023/24. In terms of capital spending, the capital outturn equated to £9.1m against the budget of £12.9m. Ongoing refurbishment work at the Bethel Street Police Station is the reason for this underspend as the project had been reprofiled. The DCC added that Norfolk Constabulary, having recently gone through their HMICFRS PEEL inspection period, noted that there has been evidence of a downward trend in gradings across the board for other forces. The DCC believes this is due to the way in which HMICFRS are now looking at the police service. The DCC added that the force is making sure they have the right people with the right skills to ensure the very best outcomes for victims of crime. The DCC noted that Norfolk Constabulary is a national leader around the use of drones and technology beyond the visual line of sight to ensure greater efficiencies.

5.2 The PCC asked the ACO whether the force is seeing any financial pressures for 2024/25. The ACO confirmed that these details will be provided at the next PCC Accountability Meeting, but there are some early pressures such as police officer and staff pay, along with the continuation of inflationary pressures. The ACO stipulated the Constabulary tend to generate more income than budgeted for, and this is likely to continue.

5.3 The PCC asked where the Constabulary currently is following the rollout of the 'Right Care, Right Person' (RCRP) initiative. Assistant Chief Constable (ACC) Nick Davison confirmed that Norfolk Constabulary were due to commence the RCRP initiative in February 2024, however this was paused due to the tragic murders in Costessey. In consequence of this, the force brought in the College of Police and the lead from the National Police Chiefs' Council (NPCC) on RCRP to ensure Norfolk were doing things correctly ahead of its launch. ACC Davison stated that the force received a report on this from the NPCC, and their conclusion was that Norfolk Constabulary were doing good work and were ready to launch the initiative. There were some recommendations made within the report, such as the Constabulary should meet with partners daily once the initiative went live. This recommendation was implemented for the first three weeks after the launch, then these meetings occurred weekly rather than daily. The report also stated that the NPCC were impressed with the way in which the force used technology attached to the command and control system for call scripting. The NPCC were also pleased with the forces approach to recognising their duties to children which was built in from the very beginning, and the Constabulary are trying to land this with other forces nationally as evidence of good practice. ACC Davison confirmed that Norfolk Constabulary launched RCRP on 29 May 2024. As of 11 July 2024, there has been a reduction in demand as anticipated, however Norfolk Constabulary are still key players in concern for welfare incidents and continue to attend welfare situations where there is a clear police role to be played. Prior to RCRP, Norfolk Constabulary were attending 55% of calls where there was concern

for welfare; this has now reduced to 46%. In terms of walkouts from A&E and mental health hospital wards, the force is still attending these as there is a clear police role to play in such situations. In relation to transportation, Norfolk Constabulary have had 31 calls for assistance to transport an individual when an ambulance cannot get there, and 26 of these fell outside the RCRP remit. Finally, in relation to Section 136 detention suites, the average waiting times are down to 1 hour and 17 minutes compared to the national target of 1 hour, so this trend is going in the right direction. The CC added that one of the things that the public were concerned with was that the police would not attend mental health incidents, but this is not the case as the figures demonstrate. The CC confirmed that the police continue to go to incidents where the police add value. The PCC asked what the training and supervision feedback loop looks like now RCRP is live. ACC Davison confirmed that Norfolk Constabulary have specialists in the control room to support staff with decision making, and an audit process is in place to make sure Norfolk Constabulary are complying with the call scripting and decision-trees to ensure everything is in line with training. ACC Davison added that individual feedback is given, and the force have project managers who send weekly communications into the team. All of this is used by ACC Davison to assess how to adapt training for any new control room staff and the regular training which control room staff partake in. The PCC suggested it would be good to revisit this in six months to see what some of these figures look like and how effective the feedback and training has been.

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

6.1 ACC Davison introduced the Visible and Trusted Policing paper and started by highlighting that the Public Perception Survey demonstrated that 87% of those surveyed thought that Norfolk Constabulary was doing a good or excellent job, which is an increase from the previous reporting period despite there being some very challenging issues in the public domain. Furthermore, the Office of National Statistics Crime Survey for England and Wales demonstrated some strong results in terms of public perceptions, with Norfolk ranked second in the country for the percentage of people agreeing that local policing are dealing with anti-social behaviour and crimes that matter the most. Furthermore, Norfolk Constabulary ranked 5th in the percentage of the public agreeing that local policing can be relied upon to be there when they are needed, and ranked 4th nationally for the percentage of people who rate the force as good or excellent. ACC Davison highlighted that there had been a 20% decrease in the number of complaints received compared to the previous twelve months. ACC Davison also confirmed that there have been recent changes to the chairing of Police Misconduct Hearings which came into effect in May 2024, giving Chief Constables stronger decision-making powers in assessing if an officer should be dismissed. ACC Davison is hopeful that the new protocol will be expedited to benefit the public. ACC Davison mentioned there have been significant increases in engagement activities across the county against the previous twelve months. There is pressure on 999 calls with continued increases in demand (6.7% higher than the previous

twelve months and 17.4% higher than the long-term average). Despite this, the forces service level agreement (to answer 90% of 999 calls in under 10 seconds) has improved by just under 7% against the previous twelve months. ACC Davison confirmed that he is pleased with the average 999 answer time of five seconds, however there is more work to be done in this area. The CC added that the force is seeing the length of time on a call increasing due to the need to identify if the caller has any vulnerabilities in line with the RCRP initiative and recommendations made by HMICFRS in relation to this. The CC is concerned that if the length of time spent on a call continues to rise, more members of the public may abandon calls as they are having to wait longer for their call to be answered. The DCC confirmed that Norfolk Constabulary's 999 call demand is where the bulk of the forces risk sits, however the Constabulary is consistently in the top two to three forces nationally at answering 999 calls. Furthermore, the volume of 101 calls is decreasing, and this could be due to additional online provisions now available for members of the public, as the force has seen online contact significantly rise via its digital channels. The PCC identified that the national picture is that the public have complaints in this area, however public satisfaction is seemingly very high. The PCC asked if there are any particular communication interventions that could have helped. ACC Davison suggested that there is potential for some analysis around Norfolk's Public Perceptions Survey, however Norfolk Constabulary's Communications Team do some fantastic work online and on social media which the public recognises. The CC stated the force has had to scale back and make some difficult decisions in terms of surveying due to financial constraints, however there is a desire to do more surveying, but it comes at a cost and the force prioritises more boots on the ground. ACC Davison added that the positive public perceptions figures could be linked to the fact that outcomes are on the up and compliance with the Victims Code of Practice being stronger than previous years.

6.2 The PCC asked the CC why there is an increase in the time taken to resolve complaints (from 85 to 100 days for Schedule 3's, and from 40 to 46 days for those outside of Schedule 3) when there is a reduction in the overall volume of complaints compared to the previous twelve months (from 415 to 334). The CC confirmed that the force has some complaints that have been under investigation for years, a lot of which are being overseen by the Independent Office for Police Conduct (IOPC). The CC added that when a case goes to a gross misconduct hearing it was overseen by a Legally Qualified Chair (LQC), and there had been a national shortage of these. Therefore, the force has been unable to get hearings up and running in sufficient time, which is not good for victims or officers. This is also not good for the Constabulary because officers are often on restricted duties or are suspended whilst the case goes through. These cases can then take years, which impacts on the force's statistics. The new regulation changes, which have moved away from the use of LCO's and now stipulate a Legally Qualified Person is required instead, has not helped as the CC sees similar shortages causing delays. The CC stated that he has had a conversation with the Regional IOPC Director to reiterate how long these reviews are taking and how detrimental it is to everyone

involved. The PCC suggested that she would be writing to the Home Office to address these issues causing delays.

The meeting had a short break at 14:08

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

7.1 ACC Davison introduced the Tackling Crime paper highlighting the key points. ACC Davison was pleased to comment that Norfolk Constabulary has seen progress on their work on violence against women and girls and continue to make progress embedding the Operation Soteria national operating model to help better investigate these types of crime and help support victims. ACC Davison stated that the force is exploring how to strengthen victim's survival feedback more locally as they get national feedback from the Operation Soteria team who reach out to Norfolk's victims of serious sexual offences and rapes. Linked to that, ACC Davison commented that Norfolk Constabulary have been able to maintain funds through last year's outcome-based budgeting process for the establishment of Operation Engage. This is a team that provides specialist support to victims of rape and serious sexual offences to help them feel able to continue to engage with the criminal justice process. ACC Davison commented on how Norfolk Constabulary have continued to build on their approach in tackling Serious and Organised Crime and have seen improvements in measures taken in this area. Disruptions are good with dismantlement plans continuing to grow with significant emphasis on minimising County Lines, as this is a perennial threat. ACC Davison commented on how the force has been working with partner organisations including the OPCCN, especially in relation to public health. ACC Davison noted that there is a growing threat with synthetic opioids, and highlighted the importance of taking the opportunity to identify the threat of misuse of these types of drugs which can have fatal consequences. The CC added that the ONS will be publishing their quarterly Crime survey for England and Wales report which the Constabulary anticipate seeing a 11.6% reduction in crime in Norfolk compared to the previous twelve months. Furthermore, the Constabulary anticipate seeing reductions across all crime types with the exception of possession of weapons which is anticipated to be less than 1% increase, robbery with an anticipated 2.3% increase, and shoplifting which is anticipated to have a 25% increase compared to the previous twelve months. The CC added that the force will be working with partner organisations in the criminal justice system to manage the early release of prisoners across the country, however the CC commented this will be a challenge. The CC commented on how the Probation Service and other partner agencies also need to be ready to help support offenders being released. The PCC stated she met with the Suffolk PCC and acknowledged the challenges that the force will face in light of the early release of some prisoners, and there is no quick win when it comes to this issue as it is a collective endeavour. The PCC added that discussions have been had at a preliminary level with officers and elected members at different authorities in relation to this.

7.2 The PCC asked the CC to expand on Operation Soteria and asked the CC to talk through what measures have been implemented and what this looks like for victims. ACC Davison confirmed that the Constabulary have a tactical lead for the six-pillar approach which ensures the force looks at suspect focused investigations and ensures they have the best investigators possible. Furthermore, the approach aims to disrupt repeat suspects in terms of those high harm offenders and being able to identify them. Once identified control measures are put around them to stop or slow the offending. If it cannot be stopped, then there is a procedural justice approach to engaging with victims which is linked closely with the Crown Prosecution Service (CPS). Witnesses are engaged with through the court process and Norfolk Constabulary make sure they are supported. There is also a pillar around the wellbeing of officers and the strategic use of police data analysis to help identify victims, offenders and locations, and a pillar around digital forensics. ACC Davison added that none of the stages of Operation Soteria are yet completed and it's very much a work in progress. There is ongoing victim focussed training and specialist investigative programmes that have been released by the College of Policing. ACC Davison added that the force is seeing the benefits of Operation Soteria through better quality of investigations which take a proportionate approach to critical investigation issues. ACC Davison confirmed that the force is working with the CPS around mobile phone device examinations which reduce victim intrusion and is a more targeted evidence gathering approach. The PCC asked whether the quality of investigations taken from Operation Soteria have had any impact on the solved rates and positive outcomes. ACC Davison suggested that better quality investigations keep witnesses and victims feeling confident enough to engage with the criminal justice process, which in turn is more likely to lead to a positive outcome. In terms of statistical analysis, ACC Davison stipulated there is some difficulty in assessing how well Operation Soteria is working in relation to solved rates as the Home Office counting rules changed in 2023. As such, the force is recording fewer crimes for incidents so the figures will not be comparable. The PCC asked whether there has been any national feedback in relation to Operation Soteria. ACC Davison confirmed that there has been national feedback through the NPCC and locally there is regular meetings with the CPS. Furthermore, ACC Dean chairs some of the boards around investigation standards which looks at the quality of investigations. ACC Dean confirmed that these boards do look at quality at a strategic level which is fed through an additional joint scrutiny board which deals with Rape and Serious Sexual Offences specifically. The PCC asked what organisations sit on these scrutiny boards and how lessons learnt are fed back. ACC Davison confirmed that Independent Advisory Group members, the CPS and detectives will sit on these boards and will do deep dives into specific cases to ascertain why a particular decision was made and they will make recommendations off the back of this to influence future practice.

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

8.1 ACC Julie Dean introduced the Prevent Offending paper and started by

highlighting that Norfolk Constabulary have been working closely with partner organisations on diversion and safeguarding within the county. ACC Dean added a point on the Integrated Offender Management Scheme, where Norfolk Constabulary continue with 123 offenders on the scheme, there were 27 deregistered within this reporting period with eight having an improved lifestyle and five with no criminality, which is a good result. There has been lots of partnership activity within the reporting period, with an increasing number of child strategy discussions of which there has been a review with no significant identification around the theme or trend. There has been a decrease in adult protection planning, but there are improvements around this process which are welcomed. The DAPPA team have seen a number of new referrals, however, there has been a reduction in resourcing which is now being addressed. ACC Dean confirmed that the Public Protection Unit continues to see an upward trend of registered sex offenders living in the community, with 5% growth. Furthermore, Out of Court Disposals have seen an increase of 5.4% and accounts for 30% of all positive outcomes in this reporting period. 84% of those issued with Conditional Cautions hadn't reoffended in 18 months which shows the benefits of diversionary measures, especially given the current situation with the criminal justice system. ACC Dean confirmed that Norfolk remains the busiest Restorative Justice service nationally and have received national recognition for the model used in Norfolk, which has seen 14.63% of cases choosing to take a Restorative Justice opportunity. ACC Dean stated that the number of 10–17-year-olds entering the criminal justice system are continuing to reduce, and an additional pathway is being developed for young people to receive diversionary input even if they do not make an admission, which is helping to address disproportionality.

8.2 The PCC asked the Constabulary to expand further on the additional diversionary pathway for young people. ACC Davison explained that this new pathway is called the 'Deferred Prosecution Pathway' and is a Norfolk Youth Justice Board intervention which is offered when a child has admitted to the offence or provides a 'no comment' interview. ACC Davison clarified that this links in with disparity and disproportionality with young black individuals because of the relationship with the police, as the evidence base suggests that they are less likely to talk in an interview with the police due to distrust. Therefore, prior to this additional pathway, the only thing that could be done was to charge those individuals. There are still processes and rules that must be followed and the child must be ready to engage with the Youth Justice Service and the offence must be a suitable offence for this outcome. The needs of the victim still need to be taken into account and it must be in the public interest to offer this outcome. This new pathway cannot be offered if the individual has denied the offence. ACC Davison commented that if the child fails to complete this intervention, then they will look at other diversionary measures to see if they are applicable. ACC Davison also noted that fewer than one in ten children issued with an out of court diversion in Norfolk go on to reoffend. The PCC asked what the timeline looks like for any reoffending for the new Deferred Prosecution pathway.

Action 3: ACC Davison confirmed he will look into the timeline for reoffending and will provide the PCC with some further details.

8.3. The PCC asked the Constabulary about the likelihood of the victim not accepting a community resolution and instead wanting something more formal, what is Norfolk Constabulary's approach to this. ACC Dean stated that the Constabulary uses proportionality in such instances taking into account the victim's needs, what is in the public interest and the offence itself. ACC Dean stipulated that this very rarely occurs and once communicated clearly with the victim they would ordinarily accept the community resolution and it is unlikely that the Constabulary would ever proceed without the victim's agreement. The PCC acknowledged that there is good practice here and is just trying to understand how much the victim is involved with the process. The CC added that there is an expectation that the victim will always be consulted.

8.4. The PCC asked how the increase in registered sex offenders is being managed and what impact this demand has on the Constabulary. The CC highlighted how this is an area of policing in which members of the public do not typically see. The Constabulary has a team of officers whose full-time jobs is to manage these sex offenders living in Norfolk. These volumes of offenders will continue to rise as they are living for longer and are typically on longer sentences in the community. The CC noted that the growth in sex offenders living in Norfolk may increase with the early release of prisoners. The CC confirmed that the force has had to spend money putting more people into this unit to manage the increased demand. The CC stipulated that this is an area where the Constabulary are seeing cost pressures and are likely to see such pressures going forward. The CC clarified that all registered sex offenders are given a risk rating which determines the regularity of visits, some of which are visited very frequently by necessity, which is a growing challenge for the foreseeable future. The CC commented how this ultimately takes officers off the beat, however this is such an important area to manage and get right, and it is in the public interest to do so. The PCC asked the CC how big the team is. The CC confirmed that the force has 35 members of the team which is an uplift of six staff. ACC Davison added that they typically work in pairs when undertaking visitations to ensure officer safety and to avoid grooming. It was also confirmed that the team now has a Digital Media Officer who is a subject matter expert on examining all technology used by sex offenders. ACC Davison added that the force now has a comprehensive dashboard which manages information around sex offenders in Norfolk so that Offender Managers can keep on top of their cohorts. The current ratio of Offender Managers to registered sex offenders is around 1:55 in the county, which is one of the best ratios in the country. The PCC noted how this work is entirely non-negotiable to maintain public safety but is a somewhat thankless task, so the PCC expressed her thanks to the team doing the work in this area as it is critical. The CC acknowledged that it is a very difficult job and the members of the team who deal with registered sex offenders are exposed to some of the worst behaviours and perpetrators, and the difficulty in terms of job satisfaction is that

success is measured if nothing happens. The PCC asked the CC if the force has sufficient resources to help support members of the team. ACC Davison confirmed that they do as the investment the Constabulary have made over the years has been able to support the increases in demand. The force is also able to train their staff sufficiently on the National Accredited Offender Manager Course and are looking to see whether members of staff who work in other areas of public protection can be trained on this course to provide greater resilience.

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

9.1 ACC Dean introduced the paper on Support Victims and highlighted the Victims Code of Practice (VCOP) and the fact that Norfolk Constabulary have focussed efforts on what the new legislation means to the Constabulary. The forces VCOP dashboard enables them to measure compliance with the code and Norfolk have been able to make improvements in a number of areas due to the dashboard. ACC Dean confirmed that the force is looking at what the dashboard will look like under the new code and how compliance will be measured. ACC Dean added that the force will need to train officers appropriately to ensure they understand their responsibilities around the new Victim Code. The Victim and Witness Service (VAWS) Care Teams continue to experience high workloads due to significant court backlogs. Each member of the team typically manages 100-200 cases each which is a significant concern. ACC Dean stated that Norfolk Constabulary have invested in eleven extra members of staff on temporary contracts post-COVID. ACC Dean added that the target set by HM Courts and Tribunal Services to bring the court backlog down by March 2025 is now looking unachievable. The VAWS teams are monitored regularly in terms of welfare and supervisors are in tune to what sort of cases the team are looking after and how they can be best supported. ACC Dean confirmed that that the forces Special Measures Advisor remains in place and the force has received excellent feedback from the CPS. In relation to anti-social behaviour (ASB), the number of cases has reduced which is reassuring and there are daily reviews of ASB cases within Local Policing. ACC Dean stated that Norfolk Constabulary have seen an increase in the use of Community Protection Notices and Warnings. ACC Dean added that police powers are reviewed through a Joint Use of Powers Board and a Managing Offenders Board. The force is also seeing increases in the Domestic Violence Disclosure Scheme (Clare's Law) and the Child Sex Offender Disclosure Scheme (Sarah's Law) which is reassuring to members of the public as a full range of protective measures are being exploited by the force. The CC added that Norfolk Constabulary are impacted by the court backlog as they are picking up the challenge of trying to keep victims and witnesses engaged for longer due to court delays. These delays come at a significant cost to the force which just adds to all the other cost pressures faced by Norfolk Constabulary. This money could otherwise be going to boots on the ground; however the Constabulary is having to spend it on staff picking up the phone to tell victims and witnesses their case has been delayed. ACC Dean added that the staff in the VAWS teams work in that department because they care, and they feel like they cannot provide a good

service due to recurring delays in cases and they are often the bearers of bad news. The PCC acknowledged the frustrations felt by Norfolk Constabulary and noted the personal cost on the care teams too. The PCC asked if there are any wellbeing and sickness issues within the team. ACC Dean confirmed that the force does have welfare and wellbeing concerns, and these concerns are overseen at Chief Inspector level to ensure appropriate supervision and support is in place. Court scheduling and delays often mean that the team have to deliver bad news to victims and witnesses late on a Friday afternoon which leaves them vulnerable over the weekend. ACC Dean added that the force has had to take members of staff away from their role for days or weeks just to ensure they are getting a reset. The PCC acknowledged that there are a lot of direct and indirect effects of this and asked if there is any measure on how well Norfolk Constabulary is doing in terms of supporting those victims. ACC Dean stated that the team is doing a fantastic job, but it is incumbent for the force to look at how they can work with partners in this area in order to share the workload. The PCC asked the CC if the force had any specific costs which could demonstrate the financial impact the court backlog is having on the Constabulary.

Action 4: The CC confirmed that the force could provide figures to the PCC on the costs of court delays.

9.2 The PCC commented on how there needs to be some change here so she needs to understand how best to unlock such, and those figures could facilitate that. The CC added that the force also needs the Association of Police and Crime Commissioners support in this area too, as well as other parts of the Government to ensure all organisations within the court system are supported as well as they can be, as it should not be the police who are picking up the economic cost of the backlogs. The PCC, CC and ACC Davison agreed that this affects all organisations involved in the criminal justice service across the nation. The CC added that this has an adverse effect on public confidence too. The DCC highlighted a consequence of this is that Norfolk Constabulary receive bad headlines due to non-delivery of justice as members of the public do not discriminate between the organisations within the criminal justice system, and the police are at the forefront of this.

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

10.1 The DCC introduced the paper on Safer and Stronger Communities. The DCC started with road safety by noting that there has been an increase in the Killed or Seriously Injured (KSI) totals in Norfolk against the previous twelve months. Vulnerable road users are disproportionately impacted, especially those categorised as motorcyclists, pedestrians, and elderly drivers (over the age of 60 years old). The DCC noted that Norfolk have seen an ongoing strain on the roads with more people using Norfolk roads than ever before. In terms of enforcement the DCC stipulated that the force is addressing many issues including the 'Fatal Four', commercial vehicles and the running of many campaigns such as the drink

and drug driving enforcement campaign during the recent European football competition. The DCC highlighted that speed detections are significant in the county and added that enforcement is only one aspect of what the force does in relation to road safety. The DCC stated that the Constabulary works with local partnerships, however despite this there is still a rising number of KSI's. The PCC asked whether Norfolk Constabulary use the CRASH or STATS19 data systems in relation to road safety. The DCC confirmed that the force uses the CRASH system and have used it for quite some time. The PCC stipulated that she would like to see more environmental factors being detailed when it comes to KSI's and road safety as there are data quality disparities in the CRASH system. The DCC stated that the force does collect extensive data, however the DCC could not say specifically how much of this environmental data is collected. The DCC added that if the police are in attendance, they will fill out the appropriate paperwork and accept people's reporting information. The DCC accepted that the seriously injured criteria had been broadened which saw an increase in data and Norfolk Constabulary investigate these incidents seriously due to the life-changing nature of these.

Action 5: ACC Dean confirmed that she will explore the CRASH system data with specific reference to environmental factors.

10.2 ACC Dean also noted that there hasn't been a strategic road safety partnership meeting for some time, however there is an operational one that will be reinstated which collective evidence will be sent into. It can then be assessed in terms of targeting around education, prevention and enforcement. The PCC asked ACC Dean whether around 20% of KSI's still involve young drivers. ACC Dean confirmed that it is a disproportionate amount but could not state if 20% was the correct figure.

10.3 The DCC continued with the paper highlighting that Norfolk Constabulary is seeing reductions in most crime types and upticks in outcome rates across most categories. The DCC then mentioned the initiatives the Constabulary involves their volunteers in, including Special Constabulary Officers. The PCC asked the CC, what the volunteering landscape looks like in Norfolk Constabulary. The CC confirmed that the majority will be individuals involved with Community Speed Watch activity, however there are a range of wonderful people who help around the county, including: administration support, help with police vehicles, assistance with CCTV systems, chaplaincy services, Broads Beat Team and Neighbourhood Watch. The CC stated that Specials will continue to be incredibly important to Norfolk Constabulary, however the force needs to look at every role and see whether they need the warranted powers of police officers and assess the kit, equipment, and training requirements. The PCC noted that she will be meeting with volunteers and the Police Cadets in due course.

10.4 The PCC commented on how nationally, roads policing is not generally picked up well in terms of accountability and stated that she wants to have partnership discussions going forward because road safety is clearly a priority for the people of Norfolk, and this will be explored in the Police and Crime Plan

consultation. The CC acknowledged that it is a priority and matters of anti-social driving are brought to his attention, however it is important to weigh up all of the priorities as Norfolk Constabulary need adequate coverage. Road safety is an area where the force is already busy and active, which can be evidenced through the issuing of around 60,000 enforcements for speeding in the last year.

11. Emerging Operational/Organisational Risks

11.1 It was agreed that all the emerging risks had been discussed in the meeting such as the early release of prisoners. The CC noted that it is expected that Police Officer pay awards will be announced shortly which could put further financial pressures on the Constabulary. If such award is not fully funded, then the CC confirmed that he will be having to make some tough decisions going forward.

12. A.O.B.

12.1 There was nothing discussed under Any Other Business.

13. Date of Next Meeting

13.1 The next meeting is scheduled to take place on Tuesday 8 October at 10:00am in the Office of the Police and Crime Commissioner, Building 7, Falconers Chase, Wymondham.



Sarah Taylor
Police and Crime Commissioner



Paul Sanford
Chief Constable



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – October 2024

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.

An overview for each section is provided in Appendix A

PILLAR 1 SUSTAIN NORFOLK CONSTABULARY

Maintaining an Effective and Efficient Policing Service

- This report is the summary forecast position as at 30th June 2024. The total Group Revenue Budget is forecast to overspend by £0.405m (0.19% of net revenue budget). The high-level summary is as follows:

	Budget 2024/25 £000	Forecast £000	Over(-)/Under spend £000 %	
Officer of the Police and Crime Commissioner	1,517	1,423	93	6.14%
PCC Commissioning (net)	1,357	1,357	(0)	(0.00%)
Chief Constable Operational Spending inc. Capital Financing	233,434	233,932	(498)	(0.21%)
Transfer from Reserves	(1,496)	(1,496)	(0)	0.00%
Chief Constable Operational Spending (net)	231,938	232,436	(498)	(0.21%)
Contribution to Reserves	(394)	(394)	0	0.00%
Specific Home Office Grants	(23,022)	(23,022)	0	0.00%
Total	211,396	211,801	(405)	(0.19%)

Table 1: High-level summary of the Group Revenue Budget as at 30th June 2024.

Note - In some instances, where individual rounded values have been presented along with their sum total, the total may be slightly different to the sum of these individual rounded values because it has been calculated using the original unrounded values.

- The Constabulary Revenue Budget forecast outturn is an overspend of £0.498m (0.21% of budget) at the year-end. The main variances are provided in Table 2:

	Budget 2024/25 £000	Forecast Outturn £000	Over (-) / Under Spend £000
Pay Related Costs	183,143	184,391	(1,248)
Other Employee Costs	2,126	2,308	(182)
Property Related Costs	19,950	19,972	(23)
Transport	3,613	3,695	(82)
Supplies and Services	17,505	17,213	292
Third party payments	3,495	3,499	(3)
Capital Financing	7,816	7,815	0
Corporate	3,591	3,591	(0)
Income	(7,805)	(8,553)	748
Total	233,434	233,932	(498)

Table 2: The Constabulary's revenue budget as at 30th June 2024.

Note - In some instances, where individual rounded values have been presented along with their sum total, the total may be slightly different to the sum of these individual rounded values because it has been calculated using the original unrounded values.

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

Capital

- The Capital Budget and forecast expenditure is as follows:

	Budget 2024/25 £m	Forecast 2024/25 £m	Variance £m
Slippage from 2023/24	3.492		
Table A – schemes approved for immediate start 1 April 2024	7.913		
Total Capital Programme	11.405	11.405	-
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.005		
Total	14.412		

Table 3: Capital Budget and forecast expenditure

Note - In some instances, where individual rounded values have been presented along with their sum total, the total may be slightly different to the sum of these individual rounded values because it has been calculated using the original unrounded values.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Establishment for Police Officers	1,812.2	1,812.4	1,712.7	0.0%	5.8%
Police Officer Strength	1,828.4	1,821.8	1,750.1	0.4%	4.5%
Establishment for Staff	1,364.2	1,372.7	1,317	-0.6%	3.6%
Staff Strength	1,315.9	1,298.5	1,263	1.3%	4.2%
% hours lost to sickness for Police Officers	4.4%	4.1%	4.7%	0.3pp	-0.3pp
% hours lost to sickness for Staff	4.0%	4.4%	4.9%	-0.4pp	-0.9pp

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

The date range for the Last 12 months was 01/07/2023 – 30/06/2024. The date range for previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Note: Due to rounding, the numbers presented in this data table may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

- Police Officer strength at the end of June 2024 was 1,823.7 (not including regional and external secondments).
- The Constabulary recruited 104 new Police Officers in the 2023/24 financial year, 41 on the Degree Holder Entry Programme (DHEP) and 63 on the Police Constable Degree Apprenticeship (PCDA). For 2024/25, 33 DHEP and 85 PCDA joiners are planned.

- There are two uplift checkpoints in the year which are monitored monthly to ensure targets are maintained. These figures fluctuate to adapt to the movement in leaver rates, career breaks, transferees, and secondments.
- The Constabulary is actively recruiting a new Wellbeing Coordinator and is also recruiting to a new Wellbeing Advisor post which will strengthen core Wellbeing Service delivery. These posts should be in place within the next 6 months.
- The recruitment of an in-force Psychotherapist is also being progressed to better support the mental health and wellbeing of officers and staff. Their role will be to:
 - Provide therapy for officers and staff using a wide range of methods and models.
 - Provide short notice support (debriefing) following highly challenging and/or traumatic incidents.
 - Lead and support psychological screening and structured interviews for high-risk roles. This will enable the Constabulary to expand the provision of support beyond those who are only eligible under the national provision.
- An initial Demobilising and Diffusion train-the-trainer course was completed in May 2024 by ten officers and staff who work in high-risk areas.
- Material is being developed to promote the benefits of Trauma Risk Management (TRiM), and fifteen additional TRiM Practitioners are being trained.
- The Constabulary is seeking opportunities to engage with national and local charities to widen the availability of health and wellbeing provision, from training to physical activities to aid recovery.
- A programme to improve the knowledge of supervisors and managers in supporting and looking after officers and staff in high-risk roles is in progress.
- Specific risk assessments are also conducted for individuals in high-vulnerability roles. Interventions are undertaken where organisational monitoring indicates patterns or trends of absence.
- A full review of the Blue Light Wellbeing Framework self-assessment is being undertaken.
- When an officer or member of police staff returns from sickness absence a manager will complete a return-to-work interview with them to discuss the nature of the absence and to ensure appropriate support is provided. This could include a referral to Workplace Health or signposting the individual to additional sources of support for example, the Employee Assistance Programme, Staff Networks, UNISON, or the Norfolk Police Federation. In appropriate cases recuperative duties can be agreed to enable a gradual return to work on reduced hours or duties.
- The HR Delivery Team actively supports line managers through the provision of guiding and advisory services to ensure early intervention in sickness management cases. The team also provides training inputs around absence management to both established line managers and newly promoted managers.
- Additional training for first- and second-line managers is also provided through the Right Education cultural training programme. The training focuses on ensuring that

managers understand the importance of monitoring and supporting staff wellbeing and early intervention.

Equipping all the Workforce with Modern and Innovative Tools and Technology

ICT/Digital Update

- The ICT department is moving to a new Target Operating Model which will provide a better service to the Constabulary. This was announced to ICT staff in April, and the consultation period concluded at the end of May. Recruitment to vacancies and new posts has now commenced and will continue into September 2024.
- Work on a number of ICT refresh programmes continues, including Internet firewalls which provide security from intrusion from the external World Wide Web, MITEL back-office servers which provide telephony in the Contact and Control Room, and Live-Links, which allow officers to give court evidence remotely.
- The new version of Athena (the 9-force Crime, Custody, and Intelligence Management system) Digital Case File will go-live in July 2024.
- User Acceptance Testing (UAT) continues for the 7-Force Wet Digital Case Management solution (Nimbus). The Eastern Region Programme team are planning to deliver a solution by the end of the 2024/25 financial year.

Fleet Update

- The introduction of mobile tablets to vehicle fleet workshops is scheduled to be phased in from September 2024. This will improve workshop efficiency, reduce vehicle downtime, and increase vehicle availability.
- Electrification of the vehicle fleet continues to be high on the Constabulary agenda. A recent Blue Light Commercial Decarbonisation Strategy, and the National Police Chiefs Council (NPCC) Transport and Charging Infrastructure document are being considered, in conjunction with the Constabulary's Electric Vehicle and Charging Infrastructure consultancy report.
- The availability of vehicles and components has continued to improve in this reporting period. Some manufacturers are still experiencing semi-conductor shortages which is delaying new vehicle builds, but this is now in the minority.
- New Blue Light Commercial vehicle contracts for the supply of low and intermediate performance vehicle categories are expected imminently. Blue Light Commercial have advised they will soon be tendering for the high-performance vehicle category.
- The roll-out of new Peugeot 308 SW cars to the Response vehicle fleet is now nearing completion, with the next batch of vehicles due for delivery later this year.

Achieving Best Value from Police and OPCC funding

- His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) assesses police forces across England and Wales under the Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspection programme. A model of continuous

assessment has been adopted to achieve a broader and more comprehensive understanding of force performance.

- HMICFRS last published a PEEL inspection report of Norfolk constabulary in October 2022. A copy of the inspection report can be found on the Office of the Police & Crime Commissioner for Norfolk’s (OPCCN) website: [Inspections | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/inspections)
- The Constabulary received the following graded judgements:

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

- HMICFRS also set the Constabulary eleven Areas for Improvement (AFIs) which are being reinspected under the ongoing 2023 – 2025 PEEL assessment process. The framework for this inspection programme can be viewed [here](#).
- The Constabulary’s 2023 - 2025 PEEL findings report is expected to be published in September 2024.
- The Constabulary continues to progress AFIs and Recommendations that have resulted from HMICFRS national thematic inspections.
- In this reporting period HMICFRS have published one new thematic report:
 - *Vetting and anti-corruption part 2: How effective is the National Crime Agency at dealing with corruption?*
- The report resulted in one recommendation for all Chief Constables and Police forces in England and Wales. In accordance with the Section 55 of the Police Act (1996) requirement, the Chief Constable provided the Police and Crime Commissioner with a [response](#) to this recommendation which was published on the OPCCN website.
- In January 2024 the Police and Crime Commissioner requested HMICFRS to carry out an inspection of the Constabulary’s handling of 999 calls for certain incident types involving vulnerable people. HMICFRS published their [findings](#) in May 2024.

Delivering an Effective Estate Management Strategy

Key Estates Projects

- Norwich City Police Station refurbishment – Site works are continuing with MJS Projects (March) Ltd. Works and operational fit out are scheduled to complete in Autumn 2024, with departments due to move back into the site between October 2024 and April 2025.

- Hunstanton Police Station – Planned maintenance works to internally refurbish the building have commenced on site, with RG Carter (Cambridge) Ltd. Works are due to complete by end of October 2024.

Emergency Services Collaboration on Estates

- Further emergency services collaboration is being progressed with plans advancing for future site sharing at Acle, Loddon, and Sprowston Fire Stations which 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

- The former Acle Police Station has been granted outline planning permission for residential use and development. The site will now be advertised for sale on the open market.
- Outline planning permission for residential use is being sought for the Sprowston Police Station site.
- The Police and Crime Commissioner has accepted an offer (subject to contract) for the former Holt Police Station site and the former Swaffham Police Station site. Each proposed sale is now in the hands of respective solicitors.

Carbon Reduction

- Broadland Police Station – additional photovoltaic panels have been provided on the site to generate electricity.
- The Carbon Reduction & Environmental Action Plan 2023-2030 has been published on the OPCCN website and will be updated via a new annual performance report on the Constabulary's carbon reduction progress.
- The Biodiversity Action Plan 2023-2030 has been published on the OPCCN website.

Designing Policing Services to 2030 and Beyond

During this reporting period the Horizons (Change and Improvement) Team have progressed work around several innovation projects, including:

- **'Operation Discovery'** - A pilot aimed at improving the timeliness and quality of crime investigations was launched in June 2022 in the King's Lynn and Breckland Districts. The pilot work saw the establishment of a new operating model with SNT-Response resources realigned into 'local investigations' teams.
- The success of the pilot led to a business case being approved in April 2023 to deliver District Crime Units across the county. Now all seven districts have District Crime Units, ranging from a minimum of 1 Sergeant with 3 Police Constables, to a maximum of 1 Sergeant and 8 Police Constables, with a dedicated Inspector for each.

- Alongside this restructure, an innovative Management Information product called 'My Team', which draws from the Athena Crime system, has been developed by Horizons.
- The new resourcing model, together with the supporting 'My Team' product has revolutionised crime investigation and performance oversight. The 'My Team' product continues to be further developed and refined.
- Investigations are now being completed in a timelier manner, the crime investigation workloads of SNT-Response officers have reduced freeing up their capacity for other functions, and more crime are being solved.
- The Constabulary is now one of the best performing police forces in the country for solving crime (positive outcome rate). At the end of June 2024 the positive outcome rate for 'all crime' was 20.1%. This has increased from 17.04% at the end of June 2023. When the Operation Discovery pilot work commenced in June 2022 the positive outcome rate was 14.06%.
- The benefits of the District Crime Unit model continue to be tracked by the Horizons Team.
- **Rapid Video Response' (RVR)** - RVR is now fully adopted into the Contact and Control Room model alongside Operation Solve, with the Horizons Team continuing to track performance.
- RVR deals with B2 domestic abuse reports when virtual attendance is deemed suitable, with callers offered the opportunity to talk to a police officer by video appointment at a time that is most suitable to them.
- The pilot was launched in October 2022 and since its inception over 2800 appointments have been completed. Public satisfaction with the service continues to be high, with users of RVR consistently scoring it 4.8 out of 5, and 83% of people indicating that they would use the service again if they had to report a similar matter. In this reporting period (1st April 2024 – 30th June 2024) over 400 consultations were held, which equates to 8.0% of overall domestic abuse demand received by the Constabulary, and 21% of Grade B2 domestic demand.
- The use of technology to provide a virtual response for other types of demand is being explored as a pilot in Norwich District. Scoping is continuing to understand which digital platform is best suited to provide this service.
- **Right Care Right Person' (RCRP)** - RCRP is a national partnership initiative between Police, Health, and Social Care, aimed at ensuring that the most appropriate agency deals with health-related incidents.
- The Constabulary went live with RCRP on 29th May 2024. Daily partnership meetings were provided for the first two weeks and a data pack showing police demand and signposting was presented. These meetings are now conducted on a weekly basis and provide an opportunity to discuss issues and identify good work that is taking place within the system.

- Escalation pathways were set up for partner agencies to be able to raise issues with the Constabulary. The need for these pathways has been limited, with only a small number of issues raised for review.
- An auditing process was set up at go-live to dip sample RCRP related calls to ensure the correct decisions around police deployments were being made. Over a thousand RCRP calls were reviewed in the first month of going live, with 96% of calls assessed as being the right decision (either police should have attended and did, or the incident did not require police attendance).
- A feedback loop has been set up to provide Call Takers with constructive feedback and to identify any particularly good practice or learning points.
- The Constabulary continues to liaise with the RCRP National Tactical Boards coordinated by the National Police Chief's Council (NPCC) and College of Policing to ensure that best practice identified in other areas of the country is being considered locally.
- **The Drone Development Project** is leading the delivery of two workstreams regarding the use of drones in policing:

The Beyond Visual Line of Sight (BVLOS) project

- BVLOS is a trial focusing on the national Drone First Responder (DFR) concept governed by the National Police Chiefs Council (NPCC), with funding from the Home Office. It aims to establish a national Operational Safety Case agreed by the Civil Aviation Authority (CAA) for police flying drones out of the sight of the pilot using technology to assist them flying from a remote environment. If successful, the introduction of DFR using BVLOS piloting will enable the force to deploy a drone quickly from a strategic location to provide early information, and where necessary capture of video evidence to assist with operational requirements.
- Funding for financial year 2024/25 has been confirmed by the NPCC Drones Programme for three Full Time Equivalent (FTE) staff/officer posts. In this period the project has focused on the finalisation of the testing plan, procurement of equipment, and the general readiness for Phase 1 of testing. Locally, a business case to make the temporary changes required to formally put the project structures in place has been signed off and staffing has been in place since early June. Testing is due to begin in July at Hethersett Old Hall Professional Development Centre and potentially the UEA. The NPCC team are scoping the opportunity to showcase the Norfolk DFR progress to the Home Office and national press in mid-summer.

Norfolk Drone Training Academy (NDTA)

- Based at Hethersett Old Hall Professional Development Centre, the NDTA launched in 2022 to provide a police-led drone training service for all police forces, public bodies, and government agencies. Four training courses have been run in this reporting period.
- As part of the staffing changes to support the DFR trial, the NDTA has put in place a new temporary staffing structure from June, with three dedicated training roles.

- The NDTA moved into a newly renovated location at Hethersett Old Hall in early April with a bespoke workshop/classroom to deliver drone training.
- Work has started in this period to update the NDTA promotional material (brochure, video, and webpage) to reflect the progress since launch, and the move to the new location. The team has secured a stand at the Emergency Services Show which will be taking place in Birmingham on the 18th and 19th of September 2024 to showcase the academy using this newly updated material.
- The 2024/25 year to date income generation figure for the NDTA is approximately £20k.

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

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.

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.

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.

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 change and improvement 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 – October 2024

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.

An overview of each pillar is provided in appendix A

PILLAR 2: VISIBLE AND TRUSTED POLICING

Improving public trust and confidence in policing

Crime Survey for England and Wales Public Perception Survey

- Owing to financial pressures a quarterly telephone-based local public perceptions survey is no longer commissioned.
- The Office for National Statistics (ONS) conducts a quarterly Public Perceptions survey, which forms part of the Crime Survey for England and Wales (CSEW). At a local level, the survey volumes are small, with fewer than 500 Norfolk residents surveyed each period. Whilst the numbers surveyed at a national level are sufficient to give a 95% certainty that the results are within 1 percentage point either way of those quoted, the data becomes less reliable when the national level data is broken down by force.
- Given these validity concerns the Constabulary is exploring other ways of gathering public feedback.
- The ONS published the CSEW Public Perceptions Survey results for the twelve-month period ending December 2023 on 25th April 2024. The survey found the following:
 - Norfolk Constabulary was ranked 16th of 42 forces in the country for the percentage of the public (51.8%) agreeing that the local police can be relied on to be there when you need them.
 - Norfolk Constabulary was ranked 22nd of 42 forces in the country for the percentage of the public (81.1%) agreeing that the local police would treat them with respect if they came into contact with them for any reason.
 - Norfolk Constabulary was ranked 5th of 42 forces in the country for the percentage of the public agreeing (56.7%) that the local police and local council are dealing with the antisocial behaviour and crime issues that matter most.
 - Norfolk Constabulary was ranked 7th of 42 forces in the country for the percentage of the public who agree (62.2%) that the local police treat everyone fairly, regardless of who they are.
 - Norfolk Constabulary was ranked 11th of 42 forces in the country for the percentage of the public (61.1%) who agree that their local police understand the issues that affect their communities, and 13th in the country for the percentage of the public who agree (48.4%) that the local police are dealing with the things that matter to people in their communities.
 - Norfolk Constabulary was ranked 9th of 42 forces in the country for the percentage of the public (72.1%) who, when taking everything into account, have confidence in the police in their area.

- Norfolk Constabulary was ranked 12th of 42 forces in the country for the percentage of the public (53.7%) who rated their police force as ‘good or excellent’ when asked how well the police are doing in their area.

Complaints and Conduct update

Indicator	Last 12 months	Previous 12 months	Difference
PSD data complaints	327	418	- 91
PSD data complaints - documented within 2 working days	86.2%	72.7%	13.5%
PSD data complaints - complainant contacted within 10 working days	81.6%	81.8%	- 0.2%
PSD data complaints time to resolve - Schedule 3 only (average in working days)	107	86	21
PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	42	41	1
PSD complaints finalised where service provided not acceptable	84	100	- 16
Reviews upheld	18	17	1
Chapter 13 letters	28	17	11
PSD conduct cases	91	73	18
Misconduct hearings	22	6	16
Misconduct meetings	10	12	- 2
Police Appeals Tribunal	0	1	- 1

Table 5: Professional Standards Department data. The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023.

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.

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

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.

Complaints

- In the last 12-month reporting period 327 public complaints were received. This is a 21.8% reduction in complaints compared to the previous 12-month period.
- 86.2% of all complaints were logged within two working days. This is an increase of 13.5% compared to the previous 12-month period.
- 81.6% of complainants were contacted within ten working days, which is consistent with the previous 12-month period.
- There has been an increase in the average number of days taken to resolve a Schedule 3 complaint, increasing from 86 days in the previous 12-month period to 107 days in the last 12-month period. This is attributed to the higher workloads of Professional Standards Department (PSD) staff, and the increased complexity of some of the cases which are being managed by the department. The number of days being taken to resolve these complaints is being carefully monitored by the PSD Senior Management Team and the reasons for this increase are being explored by the PSD Analytical Team.

- In 84 of the 377 complaint cases (22.3%) that were finalised in the last 12-months, 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 future reductions in similar cases. Identified learning is reviewed monthly by PSD to identify trends and seek solutions. PSD processes have recently been amended to capture learning from low level dissatisfaction cases. This should provide a more complete picture of common issues and themes.
- Where a local investigation has not been completed within 12-months the appropriate authority must provide the Local Policing Body (OPCC) and the Independent Office of Police Conduct (IOPC) with a report outlining the steps taken to progress the investigation. This is referred to as a Chapter 13 Response. After the initial 12 months, a Chapter 13 Response is required at 6 monthly intervals thereafter. The Chapter 13 responses include conduct and complaint cases.
- Within the last 12 months PSD oversaw the production of 28 Chapter 13 reports. This is an increase from 17 in the previous reporting period.
- Six complaint cases have been subject of two Chapter 13 responses within the reporting period and of those, two cases are now finalised.
- Investigation timeliness can be impacted by criminal proceedings. If proceeding with a complaint or conduct investigation would be prejudicial to the criminal proceedings, the case must be held Sub-Judice, meaning that it is effectively put 'on-hold' until the criminal proceedings have concluded.
- Lengthy investigations and the time taken by the IOPC to complete reviews also impact the timeliness of investigations.

Conduct

- In the last 12-month period, 91 conduct cases were recorded. This is a 25% increase from the previous 12-month period. This increase in conduct cases is attributed in part to a higher level in confidence in reporting conduct matters to the Professional Standards Department.
- There were 22 misconduct hearings held for officers and staff in the last 12 months, compared to 6 in the previous reporting period. The hearings resulted in eleven dismissals and a further six individuals would have been dismissed had they not resigned. One individual received a Final Written Warning and two individuals received Written Warnings. In two cases the hearings determined that the misconduct was not proven and resulted in no further action.
- Misconduct cases are reviewed to ascertain any learning. The results of some hearings and meetings are published internally to highlight to the wider Constabulary the behaviour of others and the consequences of such behaviour and to provide officers and staff with an opportunity to learn from the mistakes of their colleagues.

Prevention and Analytical Project Update

- The Professional Standards Department, in conjunction with the People Directorate and Strategic Business and Operational Services Team, are in the testing stage of developing a series of Power-BI analytical dashboards. Once fully tested and implemented the dashboards will allow PSD to cross reference Human Resources

and PSD data to more accurately identify trends and themes across the organisation. The product will encompass both complaint and conduct data, highlighting 'hotspots' for intervention or prevention work.

- This intelligence and analytical work will feed into the new PSD 'Prevent' approach. The Prevent Officer will be tasked with problem solving the 'hotspots' identified through the data correlation work. The Prevent Officer will also deliver bespoke training to teams or departments with the aim of preventing complaints and conduct matters from arising.

Delivering Effective Neighbourhood Policing

Indicator	Detail	Last 12 months	Previous 12 months	% difference to previous 12 months
Beat managers	Establishment	92.0	98.0	-6.1%
	Effective strength	85.6	87.0	-1.6%
	Effective strength as a percentage of establishment	93.0%	88.8%	4.2pp
Sergeants	Establishment	148.0	148.0	0.0%
	Effective strength	139.6	148.1	-5.7%
	Effective strength as a percentage of establishment	94.3%	100.1%	-5.8pp
Local Policing Neighbourhood Sergeants	Establishment	13.0	13.0	0.0%
	Effective strength	12.0	15.5	-22.6%
	Effective strength as a percentage of establishment	92.3%	119.2%	-26.9pp

Table 6: 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 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. With changes to the establishment over time affecting the data, long-term average figures have been removed from the table.

- The establishment for Beat Managers has reduced from 98 to 92 when comparing the last 12-month period with the previous 12-months. In real terms, the reduction in posts relates to some re-alignment of Beat Manager Investigators to the new District Crime Units which support the delivery of effective neighbourhood crime investigation.
- The establishment for all Sergeants has remained static at 148 when comparing the last 12-month period with the previous 12-month period. This figure includes both SNT-Response Sergeants and Local Policing Neighbourhood Sergeants who provide supervision to Beat Managers.
- In the last 12-months the Local Policing Neighbourhood Sergeant establishment has also remained static at 13.
- The Community Safety Problem Solving Team continues to work alongside local Neighbourhood Policing teams to develop and deliver problem solving approaches to crime and antisocial behaviour issues, with a focus on addressing longer-term issues and developing solutions to tackle embedded and entrenched problems.

- Throughout the summer of 2024 the Community Policing Team will support local policing teams’ activity at a large number of community events across the county including Norwich Pride, Cromer, Sheringham, and Wells Carnivals, and various county shows and music concerts.
- The Home Office funding that has been obtained to address anti-social behaviour hotspots (Operation Focus) has allowed for additional patrols by uniformed officers at peak times in identified locations.
- The Neighbourhood Policing Improvement Board, led by the Community Safety Superintendent, ensures that the key pillars of Neighbourhood Policing which have been defined by the College of Policing are being addressed, including engagement, problem solving, training, priority setting, responses for antisocial behaviour, and data capture/reporting.
- New metrics are being added each month to the Neighbourhood Policing Performance Framework which is based on a set of measures that have been introduced by the National Police Chief’s Council.
- The Norfolk Neighbourhood Watch network continues to grow. There are now 165 schemes in place across the county and the number is increasing each month as new schemes sign-up.

Delivering Accessibility through Active and Focused Engagement in our Communities

Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Park Walk Talk Engagements	9,079	8,205	10.7%
Targeted Activity Engagements	6,359	3,908	62.7%
Community Meeting Engagements	789	976	-19.2%
Neighbourhood Engagements	2,342	1,696	38.1%
Public Event Engagements	1,018	661	54.0%
Vulnerable or Diverse Communities	904	655	38.0%
Children and Young People Engagements	1,407	877	60.4%
Engagement Surgery	638	414	54.1%
Recruitment Event Engagements	30	30	0.0%
Independent Advisory Group Engagements	54	44	22.7%
Crime Prevention	2,524	N/A	N/A

Table 7: Engagement totals and by category, from Engagement Application. The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. Note: The Crime Prevention category was added as a new category on the app in August 2023.

- The engagement that Neighbourhood Policing Teams are continually undertaking with their local communities helps the Constabulary to develop understanding of different communities’ needs, to identify local policing priorities, and develops organisational understanding of community tensions.
- Officers record their engagement activity on the Engagement Application. Data from the application is reviewed each month at a district level to identify trends or gaps in

community engagement. The data is also monitored at the Force-level Performance meeting.

- Except for Community Meetings, the Engagement Application data presented in Table 7 shows increases in all forms of engagement when the last 12-month period is compared with the previous 12-month period.
- The decline in the number of recorded Community Meeting engagements has been discussed by the Neighbourhood Policing Improvement Board. It is felt that rather than being a true reduction, this is likely to be a consequence of officers choosing alternative categories on the app to record their attendance at meetings, including Engagement Surgery, Neighbourhood Engagement, and Public Event Engagement, all of which have seen significant increases. To address this, work is ongoing to reduce the number of categories that are available on the app to simplify recording, and the Engagement Application guidance document is being updated so that the categories that officers should be selecting are more clearly defined.
- The activity that is ongoing to ensure that the Engagement Application is being used effectively is being supported by the development of a Power-BI report which will provide supervisors with an improved overview of their teams' engagement activity.
- Engagement plans are produced by each policing district on a quarterly basis. These are monitored through the Neighbourhood Policing Improvement Board.
- Engagement with diverse communities is coordinated through the Equality, Diversity, and Inclusion team. The team is now represented at the Neighbourhood Policing Improvement Board which is helping to identify and address gaps.

Local Communication Officer update

- Effective engagement and communication with communities is key to delivering exceptional policing while also building and maintaining trust and confidence.
- The Constabulary provides regular updates to communities about crimes, incidents, and local policing activity through the work of the Corporate Communications Team.
- Local Communication Officers (LCOs) are part of this team, based in the four policing commands, working closely with officers to share information about the Constabulary's work.
- Content covers a range of activity including crime appeals, outcomes such as arrests and charges, policing priorities, awareness campaigns, and engagement.
- Activity is targeted to be as local as possible with the aim of increasing the public's understanding of the Constabulary's demand, and the activity that takes place to keep the public safe. For example, where the Constabulary has access to local Facebook groups, messages will be shared on these pages.
- LCOs moderate social media, responding to comments, signposting to other agencies if needed, and providing further clarify if content has been misinterpreted.

- These channels are also an effective operational tool in gaining information from communities about crime or anti-social behaviour and LCOs will screenshot information and share with the relevant policing teams. This can often result in swift action being taken to address public concerns. For example, in April 2024 a local resident posted on the Great Yarmouth Facebook account asking if it would be possible to have an officer visit Main Cross Road for speed checks mid-morning, with speeding becoming an increasing problem in this area. This information was passed to the local team resulting in two officers attending the area the following day to carry out speed checks. The LCO responded, sharing the results, and confirmed officers would regularly patrol the area in the course of their duties.
- LCOs judge where best to publicise police activity to make sure that it is promoted in the right place to reach the most appropriate audience. This includes using the Constabulary’s digital platforms (X – formerly Twitter, Facebook, Nextdoor, Police Connect) as well as reaching out to local independent publications, town and parish newsletters, and community radio.
- Table 8 shows the data for the Constabulary’s Facebook accounts for the period 1st April 2024 to 30th June 2024, highlighting the number followers, account growth since the last reporting period, and post reach for each account.

Facebook account	Total followers	Growth	Post reach (total times content seen by different people)
Norfolk Constabulary	83,200	+379	6.5m
Breckland	8,200	+49	373,900
Broadland	6,800	+61	254,500
Great Yarmouth	8,600	+43	549,300
King’s Lynn	10,800	+93	274,000
North Norfolk	8,400	+41	242,000
Norwich	7,300	+155	620,100
South Norfolk	6,000	+43	234,300

Table 8: Facebook account performance for the period 01/04/2024 to 30/06/2024.

- Table 9 shows the number of followers and account growth since the last reporting period for each of the Constabulary’s ‘X’ accounts, for the period 1st April 2024 to 30th June 2024.

X account	Total followers	Growth
Norfolk Constabulary	121,800	+314
Breckland	6,000	+2
Broadland	4,800	+11
Great Yarmouth	6,400	+6
King’s Lynn	12,700	+18
North Norfolk	6,300	+14
Norwich	21,100	+49
South Norfolk	6,200	+1

Table 9: ‘X’ account performance by policing district for the period 01/04/2024 to 30/06/2024.

- The Constabulary recognises that not all communities will be reached via digital channels, and LCOs will use more traditional methods of communications, such as posters, newsletters, and leaflets to update communities, especially in our more rural areas. A Communications Toolkit allows LCOs and Beat Managers to easily produce material and ensures that we have a consistent approach for the design of our communications.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Total calls for service	410,127	431,938	430,110	-5.0%	-4.6%
999 calls	130,690	133,952	119,384	-2.4%	9.5%
% 999 calls answered within 10 seconds	92.3%	86.0%	88.1%	6.3p.p	4.2p.p
101 calls	279,437	297,986	310,726	-6.2%	-10.1%
Average time to answer 999 (in seconds)	4	6	6	2 seconds	2 seconds
% Emergencies in Target - County	82.6%	85.6%	88.0%	-3.0p.p	-5.4p.p
% Emergencies in target - Urban	84.9%	87.5%	89.9%	-2.6p.p	-5.0p.p
% Emergencies in target - Rural	80.3%	83.4%	86.0%	-3.1p.p	-5.7p.p
Median time to attendance for B1 (HH:MM:SS)	00:41:51	00:39:01	Data not available	7.3%	Not applicable
Median time to attendance for B2 (HH:MM:SS)	21:58:22	16:49:49	Data not available	30.6%	Not applicable
Median time to attendance for C (HH:MM:SS)	24:31:54	18:51:44	8:56:46	30.1%	174.2%
Median time to attendance for Diary apps (HH:MM:SS)	118:49:40	92:19:47	56:31:45	28.7%	110.2%
% calls addressed through phone resolution	36.6%	34.3%	31.9%	2.3p.p	4.7p.p
Online contacts (emails, LiveChat and Single Online Home)	65,019	Data not available	Data not available	Not applicable	Not applicable

Table 10: Call Handling and Emergency Response.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Note: Due to rounding, the numbers presented in this data table may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

- 999 call demand has reduced by 2.4% against the previous 12-months but is 9.5% higher than the long-term average. This is a trend that has been seen over the last five years.
- Over the last 12-months the Contact and Control Room (CCR) has answered 92.3% of 999 calls within 10 seconds, against a national Service Level Agreement of 90%. This is an improvement of 6.3% compared to the previous 12-months, and 4.2% against the long-term average for this measure.
- The average time to answer a 999 call in the last 12-month period was four seconds, which is a reduction of two seconds when comparing data for the previous 12-months and the long-term average.
- Demand analysis has provided an insight to the call categories which have seen the largest increases in volume. These include calls relating to Concern for Safety, Domestic Abuse incidents, Collapse/Illness/Injury, and Missing People. These call

types can often relate to high-risk incidents. Consequently, call times tend to be longer, multiple police units will often need to be deployed, and the time taken to finalise incidents can often be lengthy.

- Call Handlers manage all of the different contact channels within the CCR, i.e. 999 calls, 101 calls, and online demand. The long-term trend of increasing 999 demand requires additional Call Handlers to be assigned to the 999 functions, which impacts on the Constabulary's capacity to answer 101 calls.
- 101 call demand has shown a decrease of 6.2% over the last 12 months, and 10.1% compared to the long-term average; however, there continues to be growth in online reporting. For the 12-month period ending 30th June 2024, the CCR received more than 65,000 online contacts (emails, Live Chat, and Single Online Home).
- With demand increasing on some channels and reducing on others, context and insight can be gained by looking at overall contact. In the last 12 months, the CCR received 410,127 'calls for service' (999 and 101 calls combined), which is a 5% decrease compared with the previous 12-months, and a 4.6% decrease compared to the long-term average. However, over the same period the CCR received 65,019 'online' contacts. Added together, this totals 475,146 'contacts' for service. The long-term average for 'calls for service' is 430,110 and whilst there would have been some online demand during this date range, the volume would have been significantly less than for the last 12-months. In the absence of long-term data for online contacts, professional judgment is that total demand for service across all channels is comparable/slightly up on the long-term average.
- Appropriate resolution of calls by the CCR ensures good victim service and negates the need for the deployment of finite operational resources. In the last 12 months the CCR resolved 36.6% of the contact that was received by phone without needing to deploy a resource, which is a 2.3% improvement on the previous 12-months, and a 4.7% improvement on the long-term average.
- The Constabulary monitors attendance times very closely, at both the monthly County Policing Command Quality and Standards meeting and the Force Performance meeting. The key message in terms of public safety is that when attendance time targets are not met, it is often only by a matter of minutes for urgent and priority calls. This is tracked closely via spectrum graphs at the aforementioned Quality and Standards meeting.
- A minor restructure of SNT-Patrol (Response) resources is occurring in the Norwich District with the intention of improving local response times.
- Over the last two years, the SNT-Patrol establishment has been reduced slightly to achieve enhancements in the investigation of volume crime through the creation of District Crime Units. This has seen the Constabulary become one of the best police forces in the country at solving crime, with 1 in 5 crimes now being solved, an increase from 1 in 7 prior to this realignment of resources.
- Year-on-year increases in demand are predicted to continue which will place downward pressure on all performance metrics.

Active Promotion of National and Local Campaigns across the County

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

April 2024

- NPCC Fatal Four operation – a month long operation raising awareness of the Fatal Four driving offences (speeding, using a mobile phone, not wearing a seatbelt, drink, and drug driving).
- [Project Servator](#) – launched at Norwich Airport.
- Action Fraud ticket fraud campaign – In 2023, 68 people in Norfolk reported they had been a victim ticket fraud, with a total of £15,466 lost.
- Roads Policing Action Day (4th April) in Great Yarmouth – eight drivers arrested.
- Operation Tramline – 180 vehicles stopped by officers using an HGV to identify drivers committing offences.
- National Stalking Awareness Week – supported on internal and social media channels.

May 2024

- Op Sceptre week of action (13th – 19th May) targeting knife crime.
- Sandi the Starfish child tagging campaign returns to Hunstanton and Heacham – launched in conjunction with partners including RNLI and local council.
- Road Safety Action Day (16th May) - working with partners including the DVLA and DVSA to reduce road casualties and disrupt criminality on Norfolk's roads.
- Operation Chemical – regional road safety campaign aimed at commercial good vehicles.
- Mental Health Awareness Week – supported on internal channels.

June 2024

- Pride Month.
- Volunteers Week – supported on social media channels featuring the work of the Special Constabulary.
- NPCC Child Safety Week (3rd to 9th June) – campaign aimed at drivers making sure children are secure in car seats and wearing seatbelts.
- NPCC 2Wheel Operation (3rd to 16th June) – road safety campaign aimed at motorcyclists and cyclists who are one of the most vulnerable road user groups.
- Op Flagship – UEFA European Football Championship 2024 – public safety messages published throughout the tournament.
- Operation Foxtail – targeting drivers using counterfeit documents.
- *#YouAreNotAlone* campaign – supported on social media raising awareness of Norfolk Integrated Domestic Abuse Service (NIDAS).

- NPCC Response Policing Week – work of Response Officers highlighted on local social media channels as part of national week of action

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 national Crime Survey of England and Wales public perceptions survey, as well as an update on the formal complaints process.

Public Perceptions Survey

Overview

- The Office on National Statistics publishes a Crime Survey of England and Wales Public Perception survey which gives a quarterly insight into the views of communities 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

- Sets out 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

- Effective engagement and consultation are key to helping to maintain and enhance public confidence and satisfaction in policing.
- This section provides 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 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 the CCR also provides a range of digital contact services (email, on-line reporting, and Web Chat) which are growing in popularity.
- Work is ongoing with partners to reduce non-police calls for service and to create greater public choice by improving on-line services.
- The CCR also has responsibility for the Command and Control of police resource deployments across the county.
- The data table provides an overview of the telephony performance and the management of attendance around incidents.

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 – October 2024

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.

An overview of each pillar is provided in appendix A

PILLAR 3: TACKLING CRIME

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
Domestic Abuse	Number of crimes	10,659	12,293	12,821	-13.3%	-16.9%
	Solved	1,274	1,414	1,338	-9.9%	-4.8%
	% Solved	12.0%	11.5%	10.4%	0.5pp	1.6pp
	Charged	991	1,144	1,097	-13.4%	-9.7%
	% Charged	9.3%	9.3%	8.6%	No change	0.7pp
	% Where victim not ready to engage	65.0%	62.9%	61.0%	2.1pp	4.0pp
	% Where investigation not possible	0.72%	0.84%	0.76%	-0.12pp	-0.04pp
	% of all crime	18.06%	18.89%	19.54%	-0.83pp	-1.48pp
	Arrest rate	36.2%	31.9%	29.8%	4.3pp	6.4pp
Rape and Serious Sexual offences	Number of crimes	2,423	2,591	2,532	-6.5%	-4.3%
	Solved	186	235	187	-20.9%	-0.5%
	% Solved	7.68%	9.07%	7.39%	-1.39pp	0.29pp
	Charged	167	197	162	-15.2%	3.1%
	% Charged	6.89%	7.60%	6.40%	-0.71pp	0.49pp

Table 11: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Note: Due to rounding, the numbers presented in this data table may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

- Volumes of domestic abuse crimes have decreased in the last 12-months compared to the previous 12-month period (-13.3%) and the long-term average (-16.9%).
- Changes in Home Office counting rules which became effective in May 2023 now see police forces being required to record fewer crimes. Under the old crime recording standards one incident could result in a number of different offences being recorded, for example Stalking, Coercive & Controlling Behaviour, Harassment and Assault. Under the new approach only one crime may need to be recorded which has affected both domestic abuse and Rape and Serious Sexual Offence crime volumes, therefore figures are not wholly comparable.
- The solved rate for domestic abuse crimes has increased when compared to the previous 12-month period and long-term average and is at 12% for this reporting period. This is the same solved rate as was seen when the Constabulary reported to the July PCC’s Accountability Meeting.

- Volumes of Rape and Serious Sexual offences have reduced by 6.5% (a decrease of 168 crimes) compared to the previous 12-months and by 4.3% (a decrease of 109 crimes) against the long-term average.
- The Solved rate for Rape and Serious Sexual offences has decreased by 1.39 percentage points when compared with the previous 12-months but has increased slightly (by 0.29 percentage points) against the long-term average.
- The charge rate of Rape and Serious Sexual offences has also decreased against the previous 12-months (by 0.71 percentage points) but has increased against the long-term average (by 0.49 percentage points).

Ongoing workstreams linked to VAWG Strategy:

- The Constabulary continues to embed the Operation Soteria National Operating Model as part of the response to Rape and Serious Sexual Offence investigations. This has included delivering the new College of Policing Rape Investigation Skills Development Programme (RISDP) to all relevant staff.
- There is now a well-established Rape Scrutiny Panel, and the Constabulary continues to seek other opportunities to gain and learn from victim-survivor feedback.
- In addition to delivering RISDP training to relevant staff, frontline officers will receive the College of Policing ‘RaSSO for First Responders’ training input as part of the next cycle of County Policing Command Development Days.
- The Operation Engage team is now permanently funded. The team focuses on providing exceptional service to Rape and Serious Sexual Offence victims, supporting bringing offenders to justice, and prevention. The Constabulary is working with the Ministry of Justice by sharing examples of good work by the team with a view to this informing national practice and policy.
- Following an efficiency and effectiveness review, Norfolk and Suffolk Constabularies have moved away from having a joint Integrated Offender Management (IOM) team. For Norfolk, IOM has moved into the Safeguarding and Investigations Command. This strategic alignment offers improved flexibility and resilience, with other teams that manage offenders sitting under the same management structure.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Serious & organised crime disruptions (Disruptions against Tactical Vulnerabilities/Priority Individuals included)	271	207	148	30.9%	83.1%
Serious & organised crime disruptions (Disruptions against OCGs only)	74	90	87	-17.8%	-14.9%

Table 12: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs).

The date range for the Last 12 months was 01/07/2023 – 30/06/2024. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023

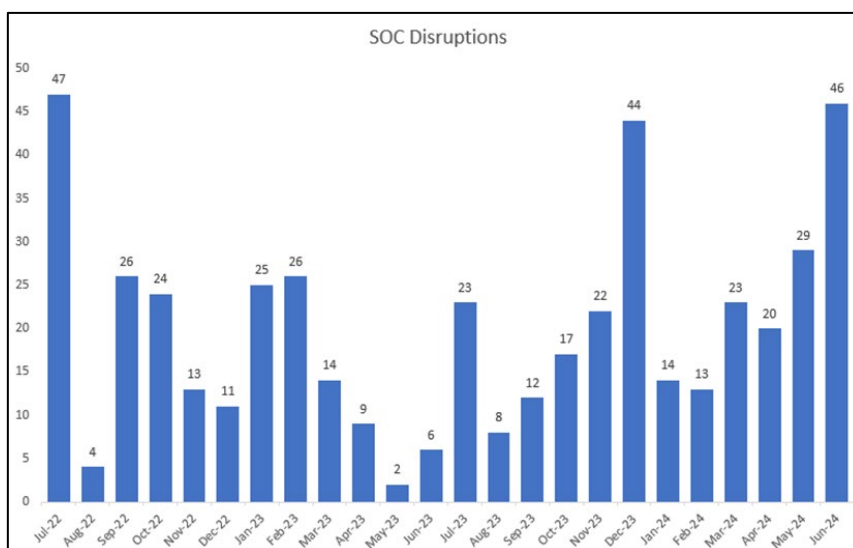


Figure 1: Norfolk Serious and Organised Crime (SOC) disruptions for the period 01/07/2022 – 30/06/2024

Indicator	June 2024 only	Last 12 months
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	12	6
MODERN SLAVERY AND HUMAN TRAFFICKING	3	2
ACQUISITIVE CRIME	0	0
NON-NATIONAL CONTROL STRATEGY	3	0
OTHER	0	2
Live Serious and organised crime threats by Crime Type	Number of OCGs only	Number of current OCGs where Disruptions were recorded in the last 12 months
DRUGS	9	4
MODERN SLAVERY AND HUMAN TRAFFICKING	3	2
ACQUISITIVE CRIME	0	0
NON-NATIONAL CONTROL STRATEGY	0	0
OTHER	0	0

Table 13: Live Serious and Organised crime threats (Tactical vulnerabilities / Priority individuals and scored Organised Crime Groups). The date range for the Last 12 months was 01/07/2023 – 30/06/2024.

Serious and Organised Crime (SOC) update

- Organised Crime Groups (OCGs) are disrupted and dismantled using the ‘4P’ approach – Prepare, Prevent, Protect, and Pursue.
- The Constabulary is undertaking a programme of work to improve how Serious and Organised Crime (SOC) disruptions are recorded in line with the Area for Improvement identified by His Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) when they undertook an inspection of our response to Serious and Organised crime in 2022.
- Whilst the number of SOC disruptions fluctuates each month, Figure 1 shows an upward trajectory in recorded SOC disruptions because of the improved processes that are being implemented.

- June 2024 saw the second highest number of monthly disruptions recorded in a 24-month period.
- Table 12 shows an overall increase in SOC disruptions over the last 12-months compared to the previous 12-month period (by 30.9%). In the same period there has been 17.8% reduction in disruptions recorded against Organised Crime Group (OCGs). This is attributed to the way SOC threats are now recorded and is reassuringly off set by the overall increase in recorded SOC disruptions.
- Drug offences continue to be the predominant primary crime-type for OCG related investigations; however, poly-criminality is identified in most investigations.
- A Lead Responsible Officer (LRO) is responsible and accountable for the '4P' approach to disrupting and dismantling an organised crime group. All LROs are receiving a training update led by the Home Office, and additional training is being scheduled for later in 2024 through the delivery of a 'Clear, Hold, Build' package.
- An improvement in how '4P' plans are being managed is apparent, with clear governance ensuring that there is consistency across all SOC threats.
- Operation Orbit is a thematic operation that was commissioned in February 2024 to address the threat of Western Balkan criminality across Norfolk. Early results have been positive with some large cannabis seizures. Operation Orbit activity is attributing to some of the rise in recorded disruptions that has been seen.
- During this reporting period key SOC disruptions have included:
 - The main subject of Operation Content was found guilty of all six counts of drug supply following Crown Court trial. Sentencing will take place in September 2024 and the trial Judge has indicated that sentencing will have a starting point from 8 ½ years in custody.
 - In May 2024, His Honour Judge Bate issued a Proceeds of Crime Act Order against the principal subject of Operation Monday. A benefit figure of £722,547.27 was agreed, with a Confiscation Order made for £22,293.99.
 - The principal subject of Operation Venturi was sentenced to 16 years imprisonment at Norwich Crown Court in May 2024. This is a significant prison sentence which reflects the severity of the offending in question.
 - The principal of Operation Forte was sentenced to 8 ½ years' imprisonment for two counts of being concerned in the supply of Class A drugs, to be served concurrently. He was also sentenced to 3 years for money laundering, and three months for fraud, with sentences also to be served concurrently.
- An update on some of the activity that the Roads and Armed Policing Team (RAPT) have undertaken in this reporting period to tackle organised criminality on Norfolk roads is included within the Pillar 6 (Safer and Stronger Communities) paper under the 'Supporting Road Users to be Safer on our Roads' section of the report.

Fraud Investigation update

- The Constabulary’s performance for fraud related ‘calls for service’ is good and includes high harm offences which result in an enhanced police response, specifically ‘Courier Fraud’, which benefits from a bespoke operational plan under Operation Radium. Reports are treated as a priority with analytical support, a co-ordinated media strategy, an agreed banking protocol, and regional working to identify and enforce against offenders.
- The Constabulary has a dedicated Detective Sergeant who reviews all fraud reports to ensure that investigations are appropriately allocated. Investigative support is provided to a wide range of teams as well as data and performance reviews.
- Pro-active monitoring of Suspicious Activity Reports (SARS) is completed by Regional and Joint Intelligence teams to inform safeguarding and enforcement action.
- The Constabulary has access to the Regional Organised Crime Unit (ROCU) for support and is well embedded in regional tactical and strategic groups for both fraud and cyber-crime.
- Enhanced support is available to all fraud victims through the National Economic Crime Victim Contact Unit (NECVCU) Level 2 provision. This ensures that all victims are contacted and supported by an expert team who can respond to national trends in fraud methodology.
- Fraud performance is monitored utilising analytical support to highlight ‘high harm’ and repeat victims for problem solving activity, which is led by the Community Safety Department, and for safeguarding support.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	28	38	Data not available	-26.3%	Not applicable
Possession with intent to supply - arrests	397	439	445	-9.6%	-10.8%
Concerned in supply of controlled drugs - arrests	421	405	447	4.0%	-5.8%

Table 14: Closed County lines and Possession drug supply arrests.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Note: The Business Rule for providing arrest figures has changed (relevant to above table). In previous PAM submissions arrests were calculated based on the arrest being the main arrest. The rule now is to count all arrests (main arrest and secondary arrests), therefore arrest values are higher than has been provided previously.

- At the end of June 2024 there were 29 County Lines known to be supplying drugs in Norfolk. This is an increase of 11 compared to the previous reporting quarter, however the number of active lines constantly fluctuates. The 18-month average is 25 scored County Lines. For additional context, when the dedicated County Lines

Team was formed in 2020, around 70 County Lines were identified as being active in Norfolk at that time.

- A variety of approaches are used to proactively identify County Lines. This identification work reveals threats and opportunities to disrupt the supply of Class A drugs, therefore a rise in the total number of identified County Lines is not necessarily a negative indicator.
- Each County Line is assessed using a matrix which attributes a score based on the threat associated with that County Line. Use of violence, threatened violence, and intelligence relating to children being part of a County Line's operation are examples of high-risk factors that will impact on a line's threat score. Higher risk lines are graded as Tier 1, which take precedence for investigation and enforcement ahead of Tier 2 lines. Risks are regularly reviewed as the investigation progresses and the intelligence picture builds.
- Table 14 shows that the volume of County Lines which have been closed following targeted investigation and enforcement has been lower in the last 12-month period (28) than the previous 12-month period (38). County Line operators modify their approach in response to police tactics and become more disciplined to seek to avoid detection. This leads to the need for more protracted and complex investigations to evidence a drug line and then to attribute it to a line holder(s). Some lines can be attributed and enforced on very quickly, others require a sustained period of evidence gathering before charges can be brought.
- By the end of June 2024, more than 100 County Lines had been closed and nearly 200 people had been charged in connection with running drugs supply lines in Norfolk since the inception of the County Lines team in 2020. Drugs, cash, and weapons are regularly recovered, cash seizures of almost £190,000 have been made, and over 520 years of prison sentences handed out by court Judges.
- Enforcement continues in partnership with other law enforcement agencies, most notably with the Metropolitan Police under Operation Orochi for London-based drug networks. Lines originating from Birmingham and Merseyside are also often detected, and similar work to the Operation Orochi model takes place with those police forces.
- The Constabulary operates a targeted investigation model in line with the Operation Orochi principles, to identify and pursue those in control of drug supply networks. This activity is supported by extensive communications data acquisition and analysis, with data used to guide the operational deployment of resources and to develop wider understanding of the Crack Cocaine and Heroin markets in Norfolk.
- The Operation Orochi model is focussed on building 'Concerned in the supply of drugs' offences, which is reflected in the data in Table 14, set against a reduction in the number of 'Possession with Intent to Supply' arrests.
- The adulteration of drugs with powerful synthetic opioids, often a type called Nitazenes, is rising nationally and presents a significant emerging threat to public health. The Constabulary continues to be an active member of the Norfolk Drug

and Alcohol Partnership (NDAP) and is working closely with Public Health and intervention specialists Change, Grow, Live, to share information quickly about drugs overdoses and deliver a joined-up response to mitigate this risk.

- Nitazenes were recently detected in Norfolk and linked to the suspected drugs related death of an adult male. A Rapid Response was put in place between the NDAP agencies, and information was swiftly shared with the community, which was particularly targeted at known users of Class A drugs and the professionals working with them to mitigate the threat. Using a range of tactics, the Constabulary County Lines Team identified, charged, and remanded to court the supplier of the batch of drugs within 48 hours.
- A whole system Norfolk partnership approach under the Home Office Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) banner continues to evolve and progress. This work is vital alongside enforcement to address drug-related demand and support vulnerable people in the county.
- The Constabulary is committed to working closely with partner agencies to support the rehabilitation of drug users and divert them to treatment providers.
- Work to prevent the drug-related exploitation of children and vulnerable adults is pivotal. When children are identified as being involved within a County Lines investigation a collaborative approach is taken between the Constabulary’s County Lines Team and the Multi Agency Child Exploitation (MACE) team. Working in this way allows engagement with partner agencies, including Children’s Services and Education, to deliver interventions that support the ongoing safeguarding of those young people.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Hare coursing incidents	125	137	182	-8.8%	-31.3%
Farm machinery thefts	30	22	26	36.4%	15.4%
Livestock worrying incidents	9	9	10	No change	-10.0%

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

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- The Operation Randall rural crime team have undertaken a number of key engagement events during this reporting period.
- Partnership working with the Community Rural Advisory Group (CRAG) remains a key to the success of the team. The CRAG meeting, newsletter, and social media accounts provide effective platforms for information sharing with the rural community and partners across the county.

- The reduction in reports of Hare Coursing incidents seen in Table 15 are attributed to the long-term approach that has been undertaken locally, regionally, and nationally to tackle this issue. Working under the banner of Operation Galileo, Norfolk has a clear positive action policy for dealing with Coursing reports, which continues to make the county an unattractive venue for those involved in this type of criminality.
- A slight increase in farm machinery thefts has been seen in this period. The Operation Randall team reviews all such theft reports and no linked trends have been identified. The team has continued to engage with partners to identify and implement prevention and enforcement opportunities. The use of technology, for example, drones and ANPR, offer cutting edge policing methods which heighten the Constabulary's response to these reports.
- Livestock worrying figures are still low. Support, education, and prevention are the approaches taken by the Operation Randall team to help to ensure that incidents remain low. The Constabulary fully supports the Operation Recall national response for tackling livestock worrying.

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.
- 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 section that follows.

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 2020 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.
- 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 and NAVCIS (the National Vehicle Crime Intelligence Service – they coordinate a response around vehicle finance crime) and “ACE Opal” (A Specialist Police Unit to target Construction Plant & Agricultural Machinery theft) to identify best practice to support the policing response.

- 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.

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 – October 2024

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.

An overview for each pillar is provided in appendix A

PILLAR 4: PREVENT OFFENDING

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

Norfolk Integrated Offender Management (IOM) scheme update:

- From July 2024 the Integrated Offender Management (IOM) scheme will become a single-force approach, with separate teams operating in Norfolk and Suffolk rather than the forces having a joint IOM unit. This change will see the Norfolk IOM team move from the governance of the Community Safety Department over to the Safeguarding and Investigations Command. A comprehensive handover has taken place.
- This realignment will mean that IOM will fall under the same leadership structure as other teams that have responsibility for offender management in Norfolk, providing improved flexibility and resilience of resources.
- The restructure has presented the opportunity to review the skill sets of staff, the responsibilities that they have, and offender cohorts. Performance monitoring and reporting processes are also under review.
- Between the beginning of April 2024 and the end of July 2024 there were an average of 129 offenders being managed by the Norfolk IOM scheme. This is a slight increase from the previous reporting period when an average of 123 offenders were being managed by the scheme, however, there has been a recent cohort reduction due to the National Probation reset.
- 94% of these offenders were male, with the greatest number of them being in the 25-49 age bracket (63%). 43% of the cohort were in custody, with the other 57% being managed in the community.
- During this reporting period 46 people were de-registered from the scheme. 13 of these 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. 29 had reached the end of their statutory period under Probation supervision, 16 with no immediate concerns of continuing criminality. No offenders were transferred to a different force/probation area, and 4 received a significant custodial sentence following further offending.
- During the same period, 39% of the individuals managed on the Norfolk IOM scheme within the main cohorts were charged with further offences (Note: these offences may not have been committed during the reporting period).
- IOM partners are assessing the impact of several early release schemes including Operation Drakeful which is a national programme of early releases from prison. So far, this has had a low impact on Norfolk IOM.

Work in Partnership to Safeguard Vulnerable Adults and Children

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Section 47 Strategy discussions (Child protection)	1,370	1,394	Data not available	-1.7%	Not applicable
Section 42 Planning discussions (Adult protection)	1,621	2,433	Data not available	-33.4%	Not applicable
Open Child exploitation cases - High Risk	39	50	65	-22.0%	-40.0%
Open Child exploitation cases - Medium Risk	273	297	320	-8.1%	-14.7%
Child Exploitation screenings	578	660	761	-12.4%	-24.0%

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 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- The number of Section 47 Child Protection Strategy discussions has decreased slightly relative to the previous 12-months and appears to be stabilising at the current level. The increases seen previously are likely to reflect the greater access that agencies had to children after the Covid-19 pandemic.
- Cases are tracked at multi-agency meetings with senior leads from Children’s Services to consider case volume and quality issues. There are no current notable systemic issues of concern, and there is nothing to suggest overuse of strategy discussions in Norfolk.
- Section 42 Adult Protection planning discussions have decreased in comparison to the previous twelve months. This is a sustained decrease and is likely to be the consequence of improved partnership understanding of capability and remit between Police and Adult Social Care. Quality assurance work within the Multi Agency Safeguarding Hub (MASH) remains ongoing to ensure that opportunities to safeguard are not being missed.
- Multi-agency Child Exploitation screening is now embedded in Norfolk and the past year has seen a continued but slowing reduction in the total number of children screened.
- The number of both high and medium risk open child exploitation cases has also decreased, suggesting that the intensive multi-agency safeguarding work that takes place in this arena is having a positive impact in reducing risk. Open cases are regularly reviewed, and escalation takes place when required.

Countywide Community Safety Partnership (CCSP)

In the last three months Norfolk Constabulary has worked with its partners through the CCSP Domestic Abuse and Sexual Violence Delivery Group (DASVG) to:

- Address and co-ordinate Domestic Homicide Review (DHR) recommendations through the different DASVG agencies. A sub-group will be established to monitor and support agencies to embed and monitor their recommendations responses. DHR webinars will be set up to share learning from reviews and will be accessible across the partnership.

- White Ribbon Accreditation has become a standing item on the DASVG agenda which ensures that agencies seeking accreditation are supported and that updates can be readily provided to other agencies.

Norfolk Safeguarding Children Partnership (NSCP)

In the last three months Norfolk Constabulary worked with NSCP partners to:

- Plan future partnership learning events, building on the success of the events held in the previous quarter with a view to increasing senior engagement at future events. Planned events include working with Norfolk Safeguarding Adults Board (NSAB) to increase knowledge of, and to plan a process for transitional safeguarding. Dates have now been set for these meetings.
- Select priorities for partnership work for 2024/2025. Existing priorities of Neglect and Vulnerable Adolescents will continue, and a new priority to address the safeguarding risk to children who are missing from education has been adopted.
- Publish the results of a self-initiated thematic learning review following the case of a murdered young person who was involved in serious youth violence in Norwich. The process included all safeguarding partners and the young person's family, drawing on all involved to highlight areas for improvement and areas of good practice. The report was widely publicised and work to take forward recommended actions will be delivered by the Vulnerable Adolescents Group (VAG).

Norfolk Safeguarding Adults Board (NSAB)

In the last three months Norfolk Constabulary has worked with its NSAB partners to:

- Support the completion of a joint piece of independent scrutiny work between NSCP and NSAB. This focussed on the experience of young people moving from the support of children's Services to Adult Services upon reaching their 18th birthday. Work to deliver the recommendations will be jointly agreed between the two Boards.
- Jointly scrutinise and support ongoing efforts by the Norfolk and Suffolk NHS Foundation Trust (local Mental Health Trust) to improve services for vulnerable Service Users.
- Engage in productive discussions on how the delivery of the 'Right Care Right Person' approach can best supports the needs of vulnerable adults.
- Consider an increasing number of Safeguarding Adult Review (SAR) referrals from all agencies, resulting in the commission of two SARs (SAR-Y and SAR-Z) and suggesting a discretionary thematic review into the effect of mental health bed availability on vulnerable adults.

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

Indicator	Since inception (Sept 21)
Perpetrators on DAPPA	128
Perpetrators referred to Change via DAPPA	56
Perpetrators referred to Change via DAST	538
Referrals made into DAPPA	18
Meetings held	370
Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	45

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

The date range is September 2021 (DAPPA scheme inception) up to and including 30/06/2024.

Perpetrators on DAPPA – This includes live DAPPA nominals, nominals now closed to DAPPA and those placed onto monitoring.

Perpetrators referred to Change – This includes those referred through DAPPA and DAST (Domestic Abuse Safeguarding Team). Note: the total may include duplicates if the same perpetrator has been referred through both channels.

- The number of new referrals managed by the Domestic Abuse Perpetrator Partnership Approach (DAPPA) decreased in this period due to reduced staffing levels in the DAPPA team.
- The number of open cases and multi-agency meetings also reduced in line with the smaller cohort of offenders who were being managed.
- Additional staff have now been moved into DAPPA as part of the Offender Management restructure within the Safeguarding and Investigations Command.
- Perpetrator referrals to 'Change' remain consistent as all high-risk cases reported to the police are now automatically referred to 'Change' for further triage around suitability. Any reduction in DAPPA referrals will have minimal impact on 'Change' as the majority of referrals come from the Domestic Abuse Safeguarding Team (DAST).
- The DAPPA team continues to monitor stalking cases and provide guidance to investigating officers on cases where a Stalking Protection Order (SPO) should be considered.

PPU update

- The Constabulary Public Protection Unit (PPU) continues to manage Registered Sex Offenders (RSOs) in the community in line with national guidelines. At the end of 2024 June there were 1244 such offenders at liberty in Norfolk.
- There is a continual upward trend in the number of RSOs living within the community, with a 3% increase in the number of RSOs who were being managed by the Public Protection Unit at the end of June 2024 compared with the end of June 2023.
- Officers use a range of techniques to monitor the activity of RSOs, with unannounced home visits being a core part of most risk management plans.

- The Constabulary has recently invested additional resources into the PPU to ensure that there are sufficient officers to carry out these visits with suitable frequency. Following this uplift in staffing, geographical areas of responsibility and Offender Manager pairings have been adjusted to distribute experience and provide greater efficiency in operational activity.
- All PPU Offender Managers have now received the appropriate national MOSOVO (Management of Sexual or Violent Offenders) training to equip them with the skills they require to complete their role effectively.

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

Indicator	Last 12 months	Previous 12 months	Long-term average
All Crime – Number of incidents	45,977	49,640	49,539
Out of Court Disposals (OOCs) - Total	2,071	2,192	2,252
Referrals to Diversion Schemes - Total	321	414	342
Out of Court Disposals (OOCs) - %	4.5%	4.4%	4.5%
Referrals to Diversion Schemes - %	0.7%	0.8%	0.7%

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

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

Out of Court Disposal Type	Apr 24	May 24	June 24
Conditional Cautions issued	173	133	128
CARA/Red Snapper	12	12	13
ADDER	12	2	4
Red Snapper Referrals Premium Hub	79	62	77
Red Snapper Referrals Standard Hub	58	58	13
Breaches	10	9	4

Table 19: Out of Court Disposals by type (April, May, and June 2024).

- When enacted, the Police, Crime, Sentencing and Courts Act 2022 will make further statutory changes to Out of Court Disposals (OOCs) with the introduction of a new Diversionary Caution which will replace the current Conditional Caution, and a new Community Caution. The option to issue Community Resolutions will be retained, thereby creating a 2 Tier+ OOCs system.
- The relevant sections of the Act are anticipated to come into force in mid-2025. Preparatory work is well-underway.
- The Offender Diversion Team (ODT) has now become a business-as-usual model following a successful pilot and continues to improve the consistency of the conditions that are being applied to Conditional Cautions and ensure that a proportionate approach is being taken for the use of Out of Court Resolutions.
- Efficiency of the ODT has been under continual evaluation for the past 18-months by the Strategic Business and Operational Service (SBOS) department who have tracked the progress of the first cohort of offenders to measure the impact of Conditional Cautions for reducing re-offending. Current data indicates that 84% of those issued with a Conditional Caution from the first cohort did not reoffend in the

18-month period that followed. The 24-month end point for the evaluation is due mid-August.

- Throughput for the ODT has remained consistent since inception. Monthly average number of referrals for Conditional Cautions and Community Resolutions over the past 12 months (1st July 2023 to 30th June 2024) have been 105 and 175 respectively.
- Out of Court Resolutions now account for (on average) 30% of all positive outcome in Norfolk. This figure combines Adult Cautions (Outcomes 3), Adult Cautions for alternative offence (Outcome 3A), Conditional Cautions, and Community Resolutions.
- Community Resolutions are triaged by the ODT with consideration of a referral to third party providers for diversionary or reparative intervention as part of a non-enforceable problem-solving approach to reduce reoffending. Data for the last 12-month period indicates an average of 30% of the Community Resolutions that are triaged will include a referral for a diversionary measure.
- The current third-party provider for diversionary interventions for Conditional Cautions is Red Snapper Group (RSG) who have been in a three-force contract with Norfolk, Suffolk, and Cambridgeshire Constabularies for the past two years. Data from RSG indicates a 55% completion rate for the referrals send through by Norfolk.
- Investment has enabled Norfolk and Suffolk to move to an 'Offender Paid' model for diversionary options for both Conditional Cautions and Community Resolutions. This will increase engagement in the courses provided and enable evaluation of the impact that the course content has on the participant in terms of recidivism. To this end, Norfolk and Suffolk have entered into a contract with RISE Mutual who will provide facilitated online courses for Conditional Cautions at cost to the participant. The current cost is £75 for group intervention and £110 for one-to-one delivery.
- The Red Snapper Group contract has been extended until February 2025 to allow for any gaps in provision to be identified and for full evaluation terms for the new courses to be put in place. There is still an option to join 7-Force Procurement, alongside the other Eastern Region forces, should the Constabulary wish to extend provision with RSG beyond February 2025.
- Recent Out of Court Resolution missed opportunities analysis has been presented to the Local Criminal Justice Board and to the Criminal Justice Efficiency Panel.
- Work continues in partnership with the Crown Prosecution Service to extend the use of OOCR to night-time economy related offending to address some of the missed opportunities that were identified through the above analysis, including more minor non-penetrative sexual assaults and assaults without injury on emergency workers. This links into the Violence Against Women and Girls Safer Spaces workstream.
- The Restorative Justice (RJ) Hub is embedded within the Offender Diversion Team and the number of Restorative Justice Champions has increased following the roll-out of training to Neighbourhood Policing Teams.

- RJ training has been rolled out to specialist units and frontline officers, increasing the visibility of the Hub. The advisors have offered insight training to the OPCC and have attended public events to promote the benefits of RJ.
- All parties listed within an investigation that is resulted through out of court resolution are offered restorative practice. The RJ hub has a 100% referral rate from all Conditional Cautions and Community Resolutions, with an approximate 4.8% take-up rate.
- RJ referrals have continued to increase (from 26 in June 2023 to 66 in June 2024), with referrals coming into the hub from all areas of the Constabulary. Victim referrals also continue to increase, with several self-referrals, with victim support agencies signposting victims to the service. The Constabulary is also working with HM Prisons Offender Management Units, enabling offenders to refer themselves to the RJ Hub.

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

Indicator	Last 12 months
Juveniles referred to Out of court disposal panel	292
Panel Outcome	
Returned to Police	3
Children's services referral	13
<u>Other</u> services referral	3
Community Resolution	6
Challenge 4 Change	197
Youth Caution	7
Youth Conditional Caution	23
Other outcomes (including Deferred Prosecution)	40

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

The date range for the Last 12 months was 01/07/2023 – 30/06/2024.

- When reviewing data supplied by the Norfolk Youth Justice Board the number of young people aged between 10 – 17 years entering the Criminal Justice System has increased slightly in the last three months.
- The latest Norfolk figure of 165 per 100,000 is lower than the Eastern Region (170) but higher than the average for all England and Wales (161).
- An established Out of Court Disposal Panel has been developed which has been a key factor in securing previous reduction in First Time Entrants (FTE) to the Criminal Justice System.
- Between 1st July 2023 and 30th June 2024, 292 young people who were referred to the Norfolk Youth Justice Service (NYJS) by the police were triaged by the NYJS Outcome Panel.

- Table 20 shows the disposal outcomes following triage by the Out of Court Disposal panel, which included 197 Challenge 4 Change (C4C) diversion outcomes, 6 Community Resolutions, and 13 referrals to Children’s Services.
- The diversion programme consists of police-led triage and a multi-agency, joint decision-making panel (Police, YJS, Social Care, Restorative Justice, Community and Partnerships). The most appropriate agency will work with the child taking account of existing trusted professional relationships (Outcome 20). In February 2024 NYJS expanded their diversionary offer to include a Deferred Prosecution (Outcome 22).
- The new Deferred Prosecution pathway is a NYJS-led intervention that can be offered when a child has admitted their involvement in an offence and also if a silent or ‘no comment’ interview is given, as long as the evidential threshold and public interest test are met. The child must be willing to engage with the Youth Justice Service and the offence(s) must be of a type that are suitable for out of court disposal. On average a deferred prosecution intervention last for three months.
- The Deferred Prosecution intervention is aimed at supporting the child, creating change in their life, and avoiding them entering the criminal justice system. Failure to successfully complete the intervention will lead to consideration of an alternative disposal such as a Youth Caution (in cases where the offence was admitted in the police interview) or a postal requisition to court.
- Deferred Prosecutions started on 27th February 2024. By the end of June 2024, the pathway had been used for 27 young people, including six young people who had provided a silent or ‘no comment’ interview. Had the deferred prosecution pathway not been an option, the only alternative for these young people would have been for them to be charged to court.
- NYJS and the Constabulary have created a leaflet and accompanying letter that explains all the available child outcomes which has been sent to all solicitor firms in Norfolk.

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 Norfolk 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.
- Norfolk and Suffolk IOM teams have recently (July 2024) moved to separate IOM functions. This follows the two counties Probation Units separating, and probation leads identifying that it was no longer sustainable to run a joint team. Following this change Norfolk IOM has moved into Safeguarding and Investigation Command.
- Safeguarding and Investigation Command enables greater integration with other teams responsible for managing offenders e.g. Public Protection Unit (PPU), Multi-Agency Public Protection Arrangements (MAPPA) and Domestic Abuse Perpetrator Partnership Approach (DAPPA) offenders. It also enables greater resilience between functions.
- The Norfolk IOM scheme 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 free cohort which supports 18–24-year-olds who are involved in youth violence specific to gangs, drug supply, knives and violent crime.
- Norfolk IOM is currently in the process of reviewing and managing down female cohorts that were included in the free cohort. This is in recognition that there are other existing schemes that offer them the same services, support, and opportunities.
- Cohort members will normally be aged over 18 unless transitioning from Youth Justice Services at seventeen and a half. Studies have shown that statistically, most offenders will reduce offending with age. The 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, it will include those associated with gang violence. 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 that 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 the data is influenced by the impact of the Covid-19 pandemic and the return to normality, a consistent picture is emerging.
- Set out 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 highlights the work of the Public Protection Unit (PPU) and the Domestic Abuse Perpetrator Partnership Approach (DAPPA) team.

- 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 Out of Court Disposals (OOCs) 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 (OOC), where a two-tier system is now in place following legislative changes in 2023.

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.

- Legislation has been introduced which has reduced the number of Out of Court Disposals to just two options (conditional caution and community resolution). The Constabulary has implemented this two-tier system:
 - **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.
- 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.

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 – October 2024

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.

An overview of each section is provided in appendix A

PILLAR 5: SUPPORTING VICTIMS

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

Indicator	Last 12 months	Previous 12 months	difference to previous 12 months
Receipt of Victim Information Letter being sent when crime was reported	71.1%	54.4%	16.7pp
Recording of Needs Assessment	87.1%	82.8%	4.3pp
Acceptance of a Referral to Victim Support Service	40.7%	46.7%	-6.0pp
Provision of information about the Investigation and Prosecution	84.2%	82.0%	2.2pp
Offer of a Victim Personal Statement	38.4%	22.0%	16.4pp
Making of a Victim Personal Statement	1.5%	1.3%	0.2pp
Provision of information about the Trial, Trial Process & your role as a Witness	73.7%	77.2%	-3.5pp
Provision of Information about the Outcome of the Case and any Appeals	82.9%	82.4%	0.5pp
Number of Complaints received that VCOP rights hadn't been met	7	4	3

Table 21: Data from the Victims’ Code dashboard. The date range for the Last 12 months is 01/07/2023 – 30/06/2024. The date range for the Previous 12 months is 01/07/2022 – 30/06/2023.

- The Victims and Prisoners Bill received Royal Assent in May 2024. An announcement about the date that the Bill will commence is awaited from the incoming new Government. The Bill will introduce the new Victims’ Code.
- Tactical plans for the delivery of the new Victims’ Code have been completed by departments reporting into the Supporting Victims Subgroup.
- A Communications Strategy has been prioritised to ensure victims are aware of the new Victims’ Code and their rights, and that officers and staff are aware of the Code, the importance of ensuring victims receive a good level of service throughout their Criminal Justice journey, and the associated compliance metrics.
- Training guidelines for officers and staff have started to be produced. Training inputs will include guidance on the Victim’s journey, and Victims’ Code metrics. Face to face inputs will commence in 2025 for all officers and staff, including Student Officers, and will include an input from Victim’s Services
- Victims’ Code compliance metrics reporting is being trialled by a number of police forces. The pilot finished at the end of June 2024 and an update is awaited from the Home Office on the confirmed reporting metrics. A working group will be convened once the metrics are known to ensure that the Constabulary will be able to report on them. All forces will be required to report on Victims’ Code compliance from April 2025.
- Three priority areas for Victims’ Code compliance continue to be monitored through the Supporting Victims Subgroup. They are receipt of Victim Information Letter being sent when a crime has been reported (Right 3), Provision of Information about the Investigation and Prosecution (Right 6), and the Offer of a Victim Personal Statement (Right 7). Compliance percentages have increased in all three areas.

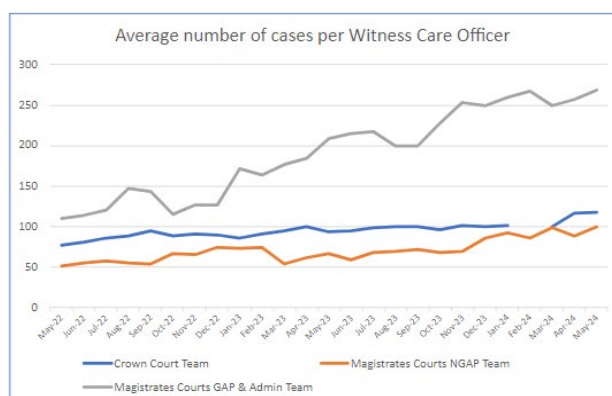
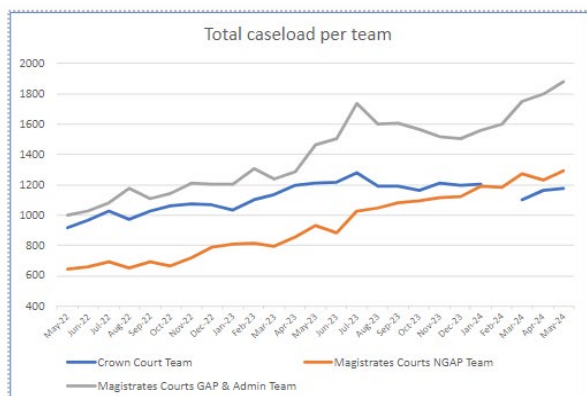
Deliver High Quality Investigations to Support the Right Outcomes for Victims

- The Constabulary continues to embed the Operation Soteria National Operating Model as part of the response to Rape and Serious Sexual Offence investigations. Transformational Change plans have been submitted to the national Operation Soteria team and a dedicated Project Manager has been appointed to support the delivery of these plans.
- In this reporting period the Operation Investigate team have continued to support the County Policing Command (CPC) development training days for frontline officers with the objective of improving investigative standards, ensuring that investigations are victim focused and evidence-led, delivering more positive outcomes, and increasing victim satisfaction.
- In this quarter the Operation Investigate team has also delivered training to first-line supervisors at Sergeant and Inspector rank. This training included golden hour principles for initial investigation, management of domestic investigations, and understanding of risk to children during missing episodes. The Operation Investigate team has also supported the professional development of other policing teams, with the overall objective of improving outcomes and victim satisfaction.
- Supervisors who are new to managing crime investigations can access the Operation Investigate team for one-to-one or small group support sessions, particularly if their most recent role was not an investigative one.
- Bespoke training for officers has been developed to improve the investigation of domestic abuse offences, and to embed wider understanding of victim and offender behavioural responses to domestic abuse offences.
- The Operation Investigate team continue to complete crime peer reviews and to undertake investigative audits to support continuous investigation improvement at a supervisory level. Online guidance has been updated and refreshed to respond to Home Office and College of Policing legislation and guidance changes.
- The Operation Converter team are still performing strongly, building upon the 685 crimes which were taken into consideration by offenders at sentencing in 2023. The period 1st January 2024 to 30th June 2024 has been equally productive, with a further 443 positive outcomes secured for victims, increasing victim satisfaction. The process also benefits the individual responsible for the offence, allowing for greater rehabilitation opportunities and a fresh start following release from prison. The team's capacity will soon be increased by one officer as part of the Constabulary's plans to build on this success.

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

- The workload of the Victim and Witness Service (VAWS) Care Teams has continued to grow in the post Covid period, with His Majesty's Courts and Tribunal Services (HMCTS) now again working at business-as-usual status. This is putting considerable strain on the VAWS Care Teams, with staff carrying between 100-200 cases each, with some cases having multiple victims and witnesses.

- The charts below show how caseloads for the different VAWS teams have increased since May 2022:



- Trials continue to be delayed or rescheduled at short notice in the Crown Court. This creates additional work for the VAWS team, having to rearrange attendance, and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk, they are mirrored nationally.
- Trials for Crown Court are being scheduled into 2026 which has a direct impact on victims and witnesses, and managing their expectations, and keeping them engaged.
- The VAWS team are currently working with eleven additional temporary posts to ensure that the best service can be provided to victims and witnesses. Extensions are being put in place for the team to retain these posts until the end of March 2025, and an Outcome Based Budgeting exercise will consider how to pay for them in the medium-term beyond March 2025 .
- Norfolk’s Special Measures Advisor (SMA) continues to support vulnerable victims through their journey to court attendance. The post was initially funded by the Home Office, but this has now come to an end. Additional funding has been secured until the end of March 2025.

Safeguarding vulnerable victims of ASB and crime

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
High Risk Anti-Social Behaviour (County)	9	12	15	-25.0%	-40.0%
Domestic Abuse Crimes (Risk assessment – High)	211	205	266	2.9%	-20.7%
Domestic Abuse Crimes (Risk assessment – Medium)	6,026	6,474	6,421	-6.9%	-6.2%
Domestic Abuse Crimes (Risk assessment – Standard)	1,550	2,074	2,394	-25.3%	-35.3%
Domestic Abuse Incidents (Risk assessment – High)	53	51	65	3.9%	-18.5%
Domestic Abuse Incidents (Risk assessment – Medium)	2,375	2,185	2,139	8.7%	11.0%
Domestic Abuse Incidents (Risk assessment – Standard)	3,052	3,591	3,728	-15.0%	-18.1%
Number of Domestic Violence (Clare's Law) Disclosures	1,142	984	821	16.1%	39.1%
Number of Child Sex Offender Disclosures	147	Data not available	Data not available	Not applicable	Not applicable
Sexual Abuse Referral Centre – Number of ISVA supported clients	714	772	821	-7.5%	-13.0%
Number of MARAC referrals	747	Data not available	Data not available	Not applicable	Not applicable
Number of Adult (16+) referrals into NIDAS (High and Medium risk support)	1,074	Data not available	Data not available	Not applicable	Not applicable

* Date range 01 April 2024 to 30 June 2024 *

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

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 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- There has been a reduction in the number of high-risk antisocial behaviour cases compared with both the previous 12-month period and the long-term average. There was an unusual peak in high-risk cases in early/mid-2022 which has affected the long-term average figure.
- The introduction of Locality Neighbourhood Policing Inspectors in November 2023 has created a more joined up approach between Neighbourhood Policing Teams, Response teams, and Operational Partnership Teams (OPTs) for identifying and addressing antisocial behaviour related issues.
- All anti-social behaviour calls are reviewed at a district level which helps with identifying trends at an early stage. Operational Partnership Teams hold regular meetings with council colleagues to share information and understand vulnerability for higher risk cases.
- A working group has been created to review the process for grading and responding to anti-social behaviour related calls for service.
- The Neighbourhood Policing Improvement Board is monitoring the quality and quantity of Community Behaviour Orders (CBOs) and Community Protection Notices (CPNs) to identify trends across the county.
- The remodelling of the Antisocial Behaviour Case Review process is now complete and will be revisited annually by a working group of partners to understand how well the process is working and address any issues that are identified. The ASB Case Review process is overseen by the OPCCN.

- Operation Focus is addressing antisocial behaviour ‘hot spots’. The operation utilises a range of policing resources including the Special Constabulary, Beat Managers, and Response Officers to patrol areas that have been identified through analysis as being the most vulnerable areas for antisocial behaviour. These additional directed patrols are recorded via the Engagement Application to track activity and the impact it is having.
- The volume of Domestic Violence Disclosures (DVDs) has increased, 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-risk domestic abuse crime and incidents has increased slightly against the previous 12-month period but has reduced against the long-term average.
- The number of medium risk domestic abuse crimes has reduced both against the previous 12-months and the long-term average, but the number of medium risk incidents has increased. A grading system is used to prioritise safeguarding activity for medium risk domestic abuse cases.
- Standard risk domestic abuse crimes and incidents have both reduced when compared with the previous 12-month period and the long-term average.
- The period 1st April to 30th June 2024 has seen the number of external MARAC referrals return to expected levels, indicating that the domestic homicides that occurred in January 2024, and the heightened concern they caused, were likely to have been the reason for the sudden increase in referrals that was reported in the last quarter (January 2024 to March 2024).
- The number of victims being supported by the Independent Sexual Violence Advisor (ISVA) service was lower than both the previous twelve months and the long-term average. This position reflects a reduction in open cases as a consequence of workload reviews, and the fact that increases in rape and serious sexual offences being reported to the police have slowed somewhat. The service remains under pressure as continuing court delays mean some victims will require support over longer time periods than previously.
- Referrals into the MASH Domestic Abuse Safeguarding Team (DAST) relating to Honour Based Abuse are showing a steady increase. These cases are increasingly complex, often involving very vulnerable victims who may not have recourse to public funds (benefits and housing assistance), which make safeguarding more challenging due to the availability of provision and support.

Appendix A Overviews for each section of the Pillar 5

Improving the provision of entitlements set out in the Victims' Code

- The Code of Practice for Victims of Crime (often referred to as 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 Rights are:



- The data presented is extracted from a Power-Bi dashboard that has been developed to help the Constabulary monitor how well it is 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. His 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 (JJC) oversees the management of victims and witnesses waiting to attend court.
- The JJC’s Victim & Witness Service Care Team 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 included charts provide 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. They will allow the Constabulary to monitor the allocation of resources and deploy additional support to areas of emerging or persistent risk.
- 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 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.
- Disclosures under the Domestic Violence Disclosure Scheme are 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.
- 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) in 2022. NIDAS brings 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 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 and Minority Ethnic (BME) communities.
- 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 – October 2024

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.

An overview of each section is provided in Appendix A

PILLAR 6: SAFER AND STRONGER COMMUNITIES

Supporting Road Users to be Safer on our Roads

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Killed & Serious Injury collisions – Total	484	380	384	+27%	+26%
Killed & Serious Injury collisions - Fatal	35	35	31	0	+13%
Killed & Serious Injury collisions – Serious injury	449	345	353	+30%	+27%
Killed & Serious Injury collisions involving vulnerable road users (total) <i>(Cyclists, Motorcyclists, Pedestrians & Horse Riders)</i>	286	203	200	+41%	+43%

Table 23: Killed and Serious Injury (KSI) collisions and KSI collisions involving vulnerable road users.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- There has been an increase in Killed or Seriously Injured (KSI) collisions when comparing the last 12-month period to the previous 12-months (+27%) and the long-term average (+26%).
- In the six-month period between 1st January 2024 and 30th June 2024 there were 18 fatal collisions across Norfolk, with 19 fatalities.
- There has also been an increase in KSIs involving vulnerable road users (cyclists, motorcyclists, pedestrians, and horse riders) when comparing the last 12-month period, to the previous 12-months (+41%) and the long-term average (+43%).
- 121 KSI collisions involving motorcyclists were recorded for the rolling year 1st July 2023 to 30th June 2024, which was 25% of all KSI collisions recorded during that period and an increase of 52% in comparison to the previous two years.
- Mapping has been undertaken to identify hotspots for collisions involving motorcyclists, overlaid with causation and temporal data, to inform problem-solving approaches by the Road Safety Partnership. This information is being used to guide the delivery of education, enforcement, and engagement opportunities with the aim of reducing harm to this vulnerable group of road users.
- Road usage data* shows that there are more journeys being undertaken on the county's roads, with average miles that people travelled annually increasing by 6% for drivers and 10% for passengers in 2023/24 compared to 2022/23, increasing the likelihood of collisions occurring. (*Department for Transport National Travel Survey - published April 2024).
- Between 1st April 2024 and 30th June 2024, 88% of all KSI collisions occurred during daylight hours, with 7% in darkness, and 5% when streetlight were lit. 78% of all KSI collisions occurred when road conditions were dry, and 76% in fine weather conditions.
- By comparison between 1st January 2024 and 31st March 2024, 60% of KSI collisions occurred daylight hours, 19% in darkness, 21% when streetlights were lit,

48% in dry road conditions, 48% in wet/damp conditions, 4% in frost/ice, and 76% in fine weather conditions.

- As would be expected during the winter months, when the days are shorter and the weather conditions are less favourable, the percentage of collisions during hours of darkness and poorer travelling conditions increases.
- In this reporting period, 28% of KSI collisions involved at least one young driver.
- The Young Driver Education Coordinator continues to assist Norfolk County Council with the delivery of Fatal Four education to young people aged 15-19 years. 61 sessions have been delivered to 1553 students in this reporting period. Additionally, twelve e-scooter presentations were delivered to a further 1396 students. There was a reduction in delivery in this reporting period due to students taking their GCSE and A-Levels exams.
- The increasing KSI demand not only creates challenges in investigative capacity, but also for managing the wellbeing of the police officers who are frequently exposed to these highly traumatic incidents. The Constabulary is working to better track exposure and ensure there is effective and timely support.

Commercial Vehicle Unit Update

- The Commercial Vehicle Unit (CVU) continues to deliver a positive impact to the proactive police response to commercial vehicle use, tackling criminality on the road network and gathering intelligence. The CVU also provides an enhanced opportunity to disrupt Organised Criminal Groups and the serious offences that they commit. They have regular planned local, regional, and national days/weeks of action.
- In this reporting period, vehicles stopped during planned CVU operations have included private vehicles, HGVs, PSVs, and agricultural vehicles, with offences identified including overweight vehicles, insecure loads, excessive window tints, and vehicles/trailers in a dangerous condition. During a day of action in June, only 25% of vehicles brought to the check site left clear of any offences.
- Operation Foxtail is a Roads and Armed Policing Team (RAPT) led operation which focuses on the detection, removal, and source of fraudulent driving licences. This multiagency approach, delivered with Home Office Project Invigor funding, brings together resources from Immigration Services, Moonshot, Road Casualty Reduction Team (police motorcycles), CVU, and Community Support Units (Student Police Officers). The results so far evidence how impactful this type of deployment is, not only on road safety but also on wider criminality.
- In this quarter (1st April 2024 to 30th June 2024), during Operation Foxtail deployments, 151 vehicles were stopped, 14 persons were arrested for various offences (including immigration, assault, and outstanding warrants), 87 intelligence reports were submitted, 26 vehicles were seized, and 82 Traffic Offence Reports (TORs) were issued.
- The CVU has also deployed Operation Tramline in the reporting period, utilising the national Highways tractor cab, which saw multiple offences identified, including one HGV driver who was arrested for driving whilst under the influence of excess alcohol after he provided a positive sample which put him three times over the legal limit.
- The CVU delivered Operation Crosswind in May 2024, working in partnership with First Bus. 43 vehicles were stopped and 17 drivers who were seen using their mobile phones whilst driving were issued with Traffic Offence Reports.

- Table 24 shows CVU enforcement activity for April, May, and June 2024:

	Vehicles Stopped	TOR's Issued	Offences Detected	Total Fines Issued	Total Prohibitions
April 2024	208	215	268	£33900	23
May 2024	98	112	135	£14500	15
June 2024	122	103	138	£19000	18

Table 24: Commercial Vehicle Unit (CVU) results for April, May, and June 2024.

Road Casualty Reduction Team Update

- The Road Casualty Reduction Team (police motorcycles) have continued to contribute to Fatal Four enforcement, working in conjunction with CVU at planned days of action, and via daily deployments at collision hotspots.
- The team have deployed alongside the CVU at multiple engagement events over the reporting period , including Royal Norfolk Show, the Wheels Festival in Great Yarmouth, and the East Anglian Game Fair. The team continues to support the Two Wheel Tuesday initiative (specific motorcycle engagement).
- Table 25 shows the number of Traffic Offence Reports issued, fines issued, and prohibitions by the Road Casualty Reduction Team in this reporting period.
- A reduced amount of enforcement activity was undertaken by the Road Casualty Reduction Team in June. This was in-part due to abstractions to support the movement of Abnormal Indivisible Loads (AILs) across the county and abstractions for national cycle events.

	TOR's Issued	Total Fines Issued	Total Prohibitions
April 2024	196	£18,750	11
May 2024	191	£18,050	2
June 2024	83	£7,050	1

Table 25: Road casualty Reduction Team (RCRT) enforcement for April, May, and June 2024.

Update on Fatal Four enforcement

- The 'Fatal Four' driving offences are defined as: not wearing a seatbelt, using a mobile phone, drink/drug driving, and speeding.
- Table 26 sets out the number of Traffic Offence Reports (TORs) issued by officers in the last 12-months (1st July 2023 to 30th June 2024), which include the work of the Road Casualty Reduction Team (RCRT). Consistent levels of enforcement are seen against expected seasonal variations.

	<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>
July 23	68	67	253	3945	565
August 23	69	60	188	4899	529
September 23	72	50	158	4069	479
October 23	107	116	222	3648	615
November 23	82	80	167	3082	584
December 23	53	39	181	3154	562
January 24	37	34	248	3428	627
February 24	77	45	107	3386	535
March 24	124	80	127	4868	521
April 24	154	140	304	4785	646
May 24	162	86	448	5739	561
June 24	76	36	146	5366	236
Total	1081	833	2549	50369	6460

Table 26: Fatal Four Traffic Offence Reports (TORs) issued between 01/07/2023 and 30/06/2024.

Working with Partners and Communities to Prevent Crime and Harm

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Anti-Social Behaviour	Environmental	511	530	565	-3.6%	-9.6%
	Nuisance	6,995	7,681	7,480	-8.9%	-6.5%
	Personal	1,875	1,890	1,978	-0.8%	-5.2%
Burglary (Residential)	Number of Crimes	1,287	1,237	1,289	4.0%	-0.2%
	Solved	124	153	128	-19.0%	-3.1%
	% Solved	9.63%	12.37%	9.93%	-2.7pp	-0.3pp
Vehicle Crime	Number of Crimes	1,655	1,767	1,709	-6.3%	-3.2%
	Solved	245	159	172	54.1%	42.4%
	% Solved	14.8%	9.0%	10.1%	5.8pp	4.7pp
Theft of Vehicle Crime	Number of Crimes	621	587	593	5.8%	4.7%
	Solved	78	82	79	-4.9%	-1.3%
	% Solved	12.6%	14.0%	13.3%	-1.4pp	-0.7pp
Theft from Vehicle Crime	Number of Crimes	818	1,025	914	-20.2%	10.5%
	Solved	121	56	67	116.1%	80.6%
	% Solved	14.8%	5.5%	7.3%	9.3pp	7.5pp
Arson and Criminal Damage	Number of Crimes	6,534	7,025	7,016	-7.0%	-6.9%
	Solved	997	846	814	17.8%	22.5%
	% Solved	15.3%	12.0%	11.6%	3.3pp	3.7pp
Robbery	Number of Crimes	350	350	340	0.0%	2.9%
	Solved	53	62	53	-14.5%	0.0%
	% Solved	15.1%	17.7%	15.6%	-2.6pp	-0.5pp
Hate Crimes	Number of Crimes	939	1,210	1,260	-22.4%	-25.5%
	Solved	227	211	190	7.6%	19.5%
	% Solved	24.2%	17.4%	15.1%	6.8pp	9.1pp

Table 27: 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 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- The number of anti-social behaviour CADs has decreased for all three sub-categories in the last 12 months compared to the previous 12 months and the long-term average. Combining all anti-social behaviour CADs, the overall level has

reduced (by 195 CADs) when compared with the previous reporting period (12 months ending March 2024). This is from a reduction in anti-social behaviour Nuisance and anti-social behaviour Personal since the previous reporting period. Anti-social behaviour Environmental has increased by a small amount (11 CADs).

- The volume of residential burglaries has increased in the last 12 months, being 4.0% higher than the previous 12 months. An increase is also apparent since the last reporting period (12 months to March 2024). The solved rate from the last 12 months has reduced by 2.7pp when compared against the previous 12 months and by 0.3pp when compared with the long-term average. The solved rate is also 2.1pp lower than that which was seen in the previous reporting period (12 months to March 2024).
- New guidance is being given to officers to support our response to Burglary Dwelling. This work is coordinated by a Detective Chief Inspector and includes the cocooning principle of identifying further premises at risk, and pro-actively offering crime prevention advice to residents.
- In the last 12 months vehicle crime is lower than in the previous 12 months (-6.3%) and is also below the long-term average (-3.2%).
- Volumes of Arson and Criminal Damage were lower in the last 12 months compared to the previous 12 months (-7.0%), and lower than the long-term average (-6.9%). There has also been an improvement in the solved rate, against both the previous 12 months (+3.3pp) and the long-term average (+3.7pp).
- The same volume of robberies occurred in the last 12 months as in the previous 12 months but increased slightly (by ten offences = +2.9%) against the long-term average. The solved rate has reduced 2.6pp from the previous 12-months, and 0.5pp from the long-term average. Robbery is a crime group that reduced in volume during the pandemic and remains considerably lower than pre-pandemic levels.
- Hate Crime has reduced in volume when compared with both the previous 12 months (-22.4%) and the long-term average (-25.5%). There has been an increase in solved rate, by 6.8pp against the previous 12 months and 9.1pp against the long-term average.
- The Constabulary is continuing to collaborate closely with stakeholders and partnership groups to promote Stop Hate in Norfolk (SHIN) training. Uptake has been slow, but the Constabulary is working closely with the Norfolk Community Safety Partnership to better promote it.
- The community tension briefing document which has been developed provides partners with weekly hate crime data. Hate crime is a standing agenda for the Community Relations and Prevent Strategic Group (CRPSG).
- The Constabulary is working in collaboration with the OPCCN to deliver a Hate Crime Awareness event during Hate Crime Awareness Week in October 2024. The event will take place on 16th October. The afternoon will be filled with a range of speakers from a number of different organisations, educating on the impact of hate crime, and supporting victims. This event will also shine a spotlight on the importance of partners working together to support victims in reporting hate crime and the impact that hate crime has on the whole community.

- Hate Crime data has now been added to the district Tasking & Coordination Group (TCG) documents. This is assisting District Leads to monitor hate crime cases, especially repeat victims, for their area of responsibility, helping to ensure investigations are progressed swiftly and support is being provided to victims.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Mental Health Act Assessments conducted in custody	210	210	185	No change	13.5%
Athena investigations tagged for Mental Health team to review	10,139	10,909	Data not available	-7.1%	Not applicable
Number of Persons detained under Section 136	359	394	483	-8.9%	-25.7%
Section 135 warrants executed	64	56	68	14.3%	-5.9%

Table 28: 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 issued.

The date range for the Last 12 months was 01/07/2023 – 30/06/2024 unless otherwise stated. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- The number of people being detained by Norfolk Police Officers under Section 136 of the Mental Health Act (MHA) has continued to decline, with an 8.9% reduction in the last 12-months compared to the previous 12-months. The number of detentions has consistently reduced over the past three years.
- This has been achieved through improved training for officers, improved consultation rates with a medical professional when officers are considering using their powers, and the availability of alternatives provision for people in crisis, such as the Mental Health Joint Response Car and the STEAM and REST Wellbeing Hubs.
- The number of Mental Health Act warrants executed under Section 135 of the Mental Health Act in the last 12-months has increased by 14.3% compared to the same period in 2022/23. Numbers remain low and are in line with the long-term average.
- The same number of Mental Health Act assessments were completed in a police custody suite in the last 12-month reporting period as the previous 12-month period but has increased by 13.5% against the long-term average. Multi-agency activity to address this situation continues as the numbers are still too high and waiting times for assessments can be lengthy.
- Delays continue to be experienced for finding a suitable hospital bed in a timely manner for individuals who are detained under the Mental Health Act whilst in custody. New wards are being built at Hellesdon Hospital and are due to open in October 2024 which will provide additional bed capacity.
- The ‘Right Care Right Person’ approach has been launched, with all four phases of the programme going live on 29th May 2024. This is a national initiative already introduced across many parts of England and Wales with the support of the Home Office, NHS England, and the Department of Health and Social Care, via a national partnership agreement. It has been implemented following extensive consultation with partner agencies. Right Care Right Person is about ensuring a person in need of care has the most appropriate professional to provide it for them. While there will always be a role for police to support partners in dealing with relevant health, mental health, and social care incidents, there are situations where the police are not the best agency to attend.

Promote Crime Prevention Initiatives

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

- **Operation Octane** - Operation Octane continues to be developed to tackle anti-social behavior and unsafe driving associated with unauthorised car meets. In addition to the creation of a process map which assists officers and staff in a variety of departments to understand their role for each phase of a car meet, the county-wide escalation process has evolved, with amendments made to the two-stage warning letters issued to those causing issues repeatedly at meets, based on behavioural science principles. Anti-social behaviour legislation is being utilised, with the use of Community Protection Warnings, and Community Protection Notices to address on-going breaches. Evaluation of this process has been positive, and the approach has been commented on favourably by the County Operational Road Safety Group.
- Partnership activity remains key, with five of the seven policing districts now having a Public Space Protection Order (PSPO) in place for vehicle anti-social behaviour, and a sixth PSPO in the consultation phase. In Great Yarmouth local officers worked with the Borough Council to successfully bid for Safer Streets 5 funding for an acoustic recognition camera which has been deployed on the sea front, a hot spot for car meets. There has been a number of successful prosecutions by both the police and Council using evidence captured by the camera. Longer-term problem-solving work continues in specific locations, for example encouraging businesses to target harden to prevent meets on their land, and working innovatively with partners, for example, requesting that Highways do not trim verges, making it more difficult for spectators to park-up to watch street racing.
- **Embedding Problem Solving** - The Community Safety Problem-Solving team now play a greater role in the delivery of the Student Officers' Evidence Based Policing (EBP) training module. A new approach to the delivery of this important subject has been developed which guides the students through the problem-solving framework, namely SARA (Scanning, Analysis, Response, and Assessment), and introduce them to criminological and psychological theories related to EBP. A set of bespoke case studies has been created, covering the topics of commercial burglaries, car cruises, e-scooters, anti-social behaviour, and outboard motor thefts, for the students to use in their assessment projects, providing them with comprehensive information and data to carry out their problem-solving. Three cycles of the module in this new format have been completed, with the content and delivery being refined each time based on feedback. The Student Officers have delivered some excellent assessments, demonstrating their understanding of EBP.
- **Shop Theft** - A draft version of the Norfolk Retail Crime Strategy has been developed and is being trialled at the Riverside Retail Park site in Norwich, as well as in Co-Op stores and by the Norwich BID. Feedback from these trials will inform the final strategy prior to publication.
- A shoplifting 'toolkit' is being designed to assist stores with evidence collection and handling when offences occur. This will contain documents and guidance for tackling shoplifting. The toolkit is nearing completion, with internal sign-off and user acceptance trails left to complete.
- In the absence of any credible data regarding the impact that shoplifting has on employees, a staff survey has been devised to assess this important yet seemingly

overlooked aspect of retail crime. It is intended for this to go-live in participating stores at the Riverside Retail Park in the autumn. The Norwich Retail Beat Manager is developing and maintaining positive working relationships with all the stores at the Riverside Retail Park site.

- Planning is underway for Norfolk’s SaBA (Safer Business Action) events for Safer Business Action Week which will be taking place in the week commencing 14th October 2024.

Increasing Volunteering opportunities within the Community to help Policing

Special Constabulary

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Special Constabulary	Establishments (monthly average)	143	164	174	-12.8%	-17.8%
	Hours	35,229	43,024	42,854	-18.1%	-17.8%
	Duties	5,355	6,447	6,141	-16.9%	-12.8%
	Events	143	553	447	-74.1%	-68.0%
Police Support Volunteers	Establishments (monthly average)	96.4	109.8	116.8	-12.2%	-17.5%
	Hours	12,752	10,590	9,397	20.4%	35.7%
	Duties	2,744	2,524	2,261	8.7%	21.4%
	Events*	Data not available	Data not available	Data not available	Not applicable	Not applicable

Table 29: 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 01/07/2023 – 30/06/2024 unless otherwise noted. The date range for Previous 12 months was 01/07/2022 – 30/06/2023. The date range for the long-term average was 01/07/2020 – 30/06/2023.

- Recruitment to the Special Constabulary has been paused following the College of Policing decision to withdraw the previously accepted induction training and endorse the Special Constable PEQF package, which will have a significant impact on the Constabulary’s ability to deliver.
- In this reporting period the establishment of the Special Constabulary has reduced, mainly due to the moratorium on accepting new applicants which was put in place in January 2024. At the end of June 2024 there were 128 attested Special Constables. Since April, three of the leavers have joined the Regular Constabulary. A retired regular officer has recently rejoined the Constabulary as a Special Constable.
- There are no intakes currently planned but there is a list of induction ready applicants for when recruitment recommences.
- A review is currently ongoing which is looking at all aspects of the Special Constabulary, including training. A new training package will be developed in line with the College of Policing initial training curriculum.
- The Special Constabulary is moving towards a more solid neighbourhood policing support model, including support for the Operation Focus anti-social behaviour high visibility hotspot patrols.
- In this three-month reporting period members of the Special Constabulary have volunteered for and performed 1,277 duties, which equates to 8,186 hours. This includes general patrol, operations, training, travelling, and administrative process.

- Events supported by the Special Constabulary during this reporting period include Op Clarion, the East Anglian Game and Country Fair, Op Focus, and policing football matches.
- The Special Constabulary will support a number of public events this summer including the East Coast Truckers charity convoy and Cromer Carnival. Four members of the Special Constabulary will be carrying out a ten-day tour of duty in Paris for the Olympics alongside the cohort of UK Police Officers.

Police Support Volunteers (PSVs)

- Police Support Volunteers provide invaluable support to the Constabulary, delivering a broad range of activities which include fraud awareness talks to community groups, Wellbeing dogs, Community Speed Watch, monitoring town centre CCTV systems, administrative support for Norfolk Neighbourhood Watch, caring for our Force Heritage collection, key functions which support the work of our Broads Beat Team, role playing in Police Officer training exercises, driving related tasks, and supporting community events.
- Additional volunteer CCTV operators for Gorleston are being recruited, which will allow cover to be extended into the evenings and at weekends.

Cadets

	Indicator	Last 12 Months
Cadets	Establishments (monthly average)	116
	Hours	1163
	Duties	229
	Events	174

Table 30: Establishments, hours, duties, and events for Cadets for the period 01/07/2023 – 30/06/2024.

- The number of Cadet Leaders within the Cadet Programme has reduced. It has therefore been more difficult to replace the Cadets that have left due to the essential need to maintain appropriate ratios to meet the Safe to Operate Standards. Consequently, this has also meant that for some Units the number of duties has reduced as there hasn't been sufficient cover to run sessions. However, the number of events that the Cadets have supported has not declined, with the programme receiving an increasing number of invitations to attend events across the county. Accordingly, the number of hours that the Cadet Units have completed in this reporting period has remained steady.
- An increasing number of Cadets are volunteering for internal events and events in the community. This is helping the Cadets to build their trust and confidence in policing, and to develop their self-confidence and interpersonal skills.
- Relationships with other youth organisations continue to be strong. Cadets across Norfolk will be participating in summer holiday programmes organised by partners at the Norfolk Youth Advisory Boards. By creating these relationships, the Cadets have been able to access opportunities to improve their physical and emotional wellbeing. This is securing better outcomes for young people and for the services they access.
- Norfolk Cadets are well-embedded into local policing across all districts, supporting a broad variety of initiatives. Cadets help with internal training and are an integral part of the policing of community engagement events. They have supported operations which address local crime and antisocial behaviour priorities.

- The Kings Lynn Unit has worked with their local Neighbourhood Policing Team to tackle anti-social behaviour within an area in North Lynn. Their commitment and creative working with community partners has been hugely beneficial in tackling these issues.
- Youth-led Social Action projects have begun across many districts. The Great Yarmouth Unit fundraised for the East Anglian Air Ambulance, working through different modules and projects to raise over £2,000.
- All Units have attended tours of local police stations, the Professional Development Centre at Hethersett, the Contact and Control Room, Police Headquarters, and Police Investigation Centres. This has provided the Cadets with an enrichment of policing activity and ensures that Cadets are able to learn from each department and the departments can hear the views of young people.
- In this reporting period the Youth Council represented themselves at the Cadet Governance Board meeting.

Community Speed Watch

Community Speed Watch	June 2024	June 2023	
Schemes (current Number)	103	99	
Members (current number)	899	860	
Indicator	Last 12 months	Previous 12 Months	% difference to previous 12 months
Community Speed Watch - Letters issued	16530	17206	-4%

Table 31: Community Speed watch: Schemes, members and letters issued for the period 01/07/2023 – 30/06/2024.

- The number of Community Speed Watch (CSW) volunteers has increased slightly since the last reporting period, with 899 members registered at the end of June 2024, compared with 860 for the same period last year.
- At the end of June 2024 there were 103 schemes across the county. In addition, a number of new schemes requests are being processed.
- As a result of the work of the teams there have been 16,530 warning letters sent in the last 12 months. This is a 4% reduction when compared with the previous 12-month period when 17,206 warning letters were sent.
- A new Community Speed Watch (CSW) scheme has been formed with Norwich City College. Students who are undertaking the Uniform Services course have participated in sessions which has been extremely successful. This will continue into the next academic year.
- The work of the CSW schemes continues to guide and assist the Safety Camera Partnership to proactively target speeding issues of public concern.
- Using data collected by Community Speed Watch the top ten speeding locations around the county are identified each month. This data is shared with the Roads and Armed Policing Team (RAPT), who conduct targeted enforcement.
- The Constabulary is working with the Universities of Greenwich and Staffordshire, who have been conducting an academic research project into the effectiveness of the warning letters that are sent out to drivers detected by Community Speed Watch. A new CSW letter has been developed based on behavioural science principles, and SafeCam will be working with the academic team to assist with an initial trial of the new letter in Norfolk and Suffolk. The trial will be evaluated by both academic institutions as part of the project, which is funded by the Road Safety Trust.

Dependant on the results of the trial the new letter will be rolled out nationwide as best practice.

- The annual Norfolk Community Speed Watch Coordinators engagement event was held on 17th June, hosted by the Community Safety Department and the Safety Camera Partnership, giving an opportunity for scheme Coordinators to provide feedback and share and discuss ideas for innovations and improved practice.

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, horse riders, 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 provide funding which supports:
 - 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.
 - 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).

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.
- 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.

- 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 Support Volunteers – Those that work alongside officers and staff to assist a police department or team.
 - Community Speed Watch – A volunteer network that help make the roads 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