

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 17 October 2023

Time: 10:00am

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

A G E N D A

Item	Time	Agenda Item	Page Number
1.	10:00am	Attendance and Apologies for Absence	
2.		Declarations of Personal and/or Prejudicial Interests	
3.		To confirm the minutes of the previous meeting held on Wednesday 5 July 2023	Page 3
4.	10:05 am	Norfolk Constabulary Financial Update	Verbal Update
5.	10:15 am	Public Questions	Verbal Update
6.	10:30am	Police, Crime & Community Safety Plan 2022-24: Pillar 2 - 'Visible and Trusted Policing'	Page 25
	11:00am	Refreshment break (if required)	
7.	11:15 am	Police, Crime & Community Safety Plan 2022-24: Pillar 1 - 'Sustain Norfolk Constabulary'	Page 38
8.	11:25 am	Police, Crime & Community Safety Plan 2022-24: Pillar 3 - 'Tackling Crime'	Page 50
9.	11:35 am	Police, Crime & Community Safety Plan 2022-24: Pillar 4 - 'Prevent Offending'	Page 62
10.	11:45 am	Police, Crime & Community Safety Plan 2022-24: Pillar 5 - 'Support Victims'	Page 74
11.	11:55 am	Police, Crime & Community Safety Plan 2022-24: Pillar 6 - 'Safer and Stronger Communities'	Page 85

12.	12:05 pm	Emerging Operational/Organisational Risks	Verbal Update
13.	12:10 pm	A.O.B.	
14.	<u>Date of Next Scrutiny Meetings</u> Police and Crime Panel: Monday 30 October 2023 from 11:00am – 1:30pm Strategic Governance Board: Tuesday 23 January 2024 from 10:00pm – 12:00pm PCC Accountability Meeting: Tuesday 30 January 2024 from 10:00am – 12:15pm		

Enquiries to:

OPCCN, Building 7, Jubilee House, Falconers Chase, Wymondham, Norfolk NR18 0WW

Direct Dial: 01953 424455

Email: opccn@norfolk.police.uk

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إذا كنت ترغب في الحصول على نسخة من هذا المستند باللغة العربية، يرجى الاتصال بمكتب مفوض الشرطة والجريمة على 01953424455 أو عن طريق البريد الإلكتروني opccn@norfolk.police.uk

**MINUTES OF THE PCC ACCOUNTABILITY MEETING HELD ON
WEDNESDAY 5 July 2023 AT 10:00 A.M. IN THE OFFICE OF THE POLICE
AND CRIME COMMISSIONER, BUILDING 7, WYMONDHAM.**

1. Attendance and Apologies for Absence

In attendance:

Giles Orpen-Smellie	Police and Crime Commissioner, Office of the Police and Crime Commissioner (OPCCN)
Paul Sanford	Chief Constable, Norfolk Constabulary
Simon Megicks	Deputy Chief Constable, Norfolk Constabulary
Mark Stokes	Chief Executive, OPCCN
Jill Penn	Chief Finance Officer, OPCCN
Peter Jasper	Assistant Chief Officer, Norfolk Constabulary
Ralph Jackman	Director of Local Policing Delivery Unit, Norfolk Constabulary
Sharon Lister	Director of Performance and Scrutiny, OPCCN
James Stone	Head of Performance and Scrutiny, OPCCN
Terry Lordan	Superintendent, Norfolk Constabulary
Phill Gray	Temporary Superintendent, Norfolk Constabulary
Lucy King	Inspector, Norfolk Constabulary
Alex Bucher	Temporary Inspector, Norfolk Constabulary
Matthew Steward	Sergeant, Norfolk Constabulary
Laura Bagshaw	Senior News Officer, Norfolk Constabulary
Kirt Wilkinson	Performance and Scrutiny Manager, OPCCN
Sue Starling	Media and Communications Officer, OPCCN

Apologies for absence:

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

- 1.1 Before addressing the agenda items, the Police and Crime Commissioner (PCC) welcomed the attendees and explained this is a hybrid meeting and is being recorded on Teams so it can be uploaded to the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) website after the meeting. The PCC also detailed the purpose of the meeting which is for the PCC to exercise his statutory responsibility to hold the Chief Constable (CC) to account for the policing service being provided to Norfolk as the public's elected representative.
- 1.2 The PCC supplemented his opening remarks by confirming that the meeting will have a focus on the fail to stop incident involving a police vehicle that took place on the 5 March 2022 and the subsequent investigation.

2. Declarations of Personal and/or Prejudicial Interests

- 2.1 There were none declared.

3. To confirm the Minutes of the Meeting Held on the 19 April 2023

- 3.1 The minutes were confirmed with no objections. The PCC and the CC confirmed that Action 63: "*The CC and PCC to spend some time discussing how the Constabulary will engage with the public in terms of demonstrating the changes the 'Right Care, Right Person' approach will bring to Norfolk*" had been completed via a briefing from the Assistant Chief Constable (ACC) and attendance at a two-day conference run by the College of Policing and the National Police Chiefs Council (NPCC). The PCC is aware the Constabulary are involved in a programme of briefings, so was content to close this action. The CC added that it was his intention to adopt the approach towards the end of 2023 and he continues to listen to feedback, most of which has been positive.

4. Public Questions

- 4.1 The PCC confirmed that he would start by addressing the police fail to stop incident that took place on the A146 on the 5 March 2022. The PCC stated that over the last three or four weeks, there had been extensive coverage, particularly by the Eastern Daily Press (EDP) of an incident involving police

officers failing to stop following a collision with a civilian vehicle driven by a lone female driver. The PCC confirmed that there had been no questions about this from the public for this forum, however, he confirmed that his office had received some general correspondence by way of 16 emails in total. The PCC added that he was uncertain as to the correspondence received by the Constabulary on the matter, however, there has been sufficient concern expressed elsewhere to justify spending some time on the matter within the meeting. The PCC stated that he would not be asking specific question about the medical diagnosis as it is not appropriate to discuss personal medical information in public. Furthermore, the PCC stipulated that he would not be asking questions about the specifics of the ongoing police disciplinary procedures as he does not want to prejudice any part of that process. Finally, he added that he would not be asking any questions on the identity of the victim as it is his understanding that they wish for their identity not to be disclosed.

- 4.2** The PCC started by asking the CC to outline both the incident and the subsequent police investigation. The CC responded with an overview of the incident which explained that the incident relates to a collision that happened on the A146 at Barnby in Suffolk on Saturday 5 March 2022 involving two Norfolk police officers. A marked police car was involved in the collision with an Audi A1 as the officers were returning to their station at the end of their shift. The CC noted that the police car failed to stop at the scene when they should have after the collision, and he apologised that this did not happen. The CC described how the driver of the Audi was left shocked and upset but not physically injured. He then confirmed that the passenger in the police car reported the incident to their supervisor at the start of their shift the following day, Sunday 6 March 2022, and once this was reported a full investigation was launched. The CC stated that the investigation was thorough, and it was independently reviewed by another police force which made no recommendations. During the investigation, evidence regarding the driver's medical condition was obtained and based on consideration of all available evidence, and after liaison with the Crown Prosecution Service (CPS), charges were brought against the driver for: careless driving, failing to stop and failing to report a collision. The CC explained that as part of the driver's defence, further medical evidence from a London consultant, in addition to a medical report provided by an NHS specialist neurologist consultant, established that they had experienced a medical episode behind the wheel which could not have been predicted. It also meant that the officer was unlikely to have known what was happening at the time of the incident or have any recollection of it. Consequently, the charges were dropped by the CPS. The CC felt that it was important to reiterate that last point as it has not always been prominent in reporting; it was the CPS who discontinued the criminal case based on the medical evidence of two independent consultants. The CC explained that in respect to the misconduct investigation, having considered all of the evidence, including the further medical reports and in line with the College of Policing's guidance on outcomes in misconduct of these proceedings, the driver was found to have no case to answer. In short, the same medical evidence which caused the

CPS to discontinue the criminal case also meant that misconduct proceedings could not be pursued. However, the CC confirmed that the passenger does have a case to answer for misconduct, for not reporting the incident immediately. The CC stated that these proceedings are ongoing, so it would be inappropriate to comment further until proceedings are finalised. The CC confirmed that the misconduct investigation in relation to the driver was concluded in May 2023, and the force wrote to the victim on the 9 May 2023 informing them of the outcome. The force shared a full copy of the very detailed investigation report with the victim, which is standard practice, and the report has since been shared with the EDP. As opposed to being uncovered through journalism, the CC explained how the series of stories featured in the paper were a result of the information copied from the report. The CC concluded by stipulating that the force has taken all of the action that they could, in line with any other collision investigation, and further clarified that the investigation was independently reviewed by another police force.

4.3 The PCC asked the CC what damage was done to both vehicles involved in the collision, as it is the PCC's understanding that the victim pulled over at the next appropriate moment expecting the police vehicle to do likewise. The CC confirmed that whilst the impact occurred at just under 50 miles per hour, there was little speed difference between the two vehicles, effectively meaning that the police vehicle slowly made ground on the black Audi car before striking it. The CC then provided the PCC with a picture of the damage to the victim's vehicle involved in the collision. The CC described the picture by guiding the PCC's attention to the left side of the four-ring emblem of the back of the victim's car highlighting how there is a slight creasing in the rear of the car. The CC confirmed that the police vehicle had no damage at all to it, so in its drive back to the Acle police station, the vehicle itself would have been fit to drive. The CC clarified that he was not sharing the picture to minimise what happened, he merely believed it better described the level of damage to the victim's car. The CC continued by stating that the damage itself is minor due to the fact that the two vehicles were travelling at similar speeds. With that being said the minor damage does not take away from the seriousness of the incident itself.

4.4 The CC was asked by the PCC, from an investigative perspective, what was lost by the officers involved in the incident by their failure to stop and failure to report the incident. The CC suggested that the main loss was that the victim was left by the roadside and not supported as they should have been. The CC repeated his apology from earlier in the meeting. The CC went on to state how the failure to stop and report the incident also meant that the force was not able to collect evidence from the victim immediately, albeit that was remedied when the Constabulary visited the victim the following day at her home address. The failure to stop also meant that no testing for drink or drugs could be carried out. However, the CC noted that both officers were at the end of their shift and during the tour of duty there would have been no opportunity for such substances to be consumed. Even if that was a factor, they would have

interacted with colleagues and the public throughout their shifts, so the CC was certain that if any intoxication was present, it would have been picked up by a colleague, supervisors or members of the public they had interacted with. With that being said, they should have been tested as this is the correct procedure, however there was absolutely no evidence to suggest that intoxication was present. The PCC raised the 101-call delay, however he noted that such is a matter for Suffolk Constabulary so will not go into that any further as the PCC in Suffolk is aware there was a problem.

4.5 The PCC asked the CC why Body Worn Video footage of the incident was not retained. The CC commented that the driver of the police vehicle was called into work the following morning by their supervisor. The purpose of them being called into work was to be informed that an investigation was going to be commenced, to be informed that their license to carry a firearm was going to be removed from them, and similarly their authority to drive a police vehicle. The Sergeant recorded this interaction, which is standard practice, but the Sergeant's position was that there was nothing of evidential value discussed during that meeting, because it would be for the Professional Standards Department to do that. The CC mentioned that with all Body Worn Video (BWV) footage, the Constabulary records hundreds of encounters every day and do not store all of the footage as the cost to store everything would be significant. The way the forces BWV cameras are configured is when an officer docks their camera they have to positively elect if the footage is to be saved as evidence; if that election does not take place, the footage is only retained for 31 days, at which point it is automatically deleted by the system itself. The officer in the incident did not elect to save the footage, so the footage was available to be seen for the 31 days but was automatically deleted after that point. The CC commented that this had no impact on the initial investigation which was further backed-up by the police force that independently reviewed the case. Furthermore, the CC confirmed that decision to charge the driver was not dependent on that deleted BWV footage.

4.6 The PCC went on to ask the CC what medical checks Roads and Armed Policing Team members would undergo routinely. The CC started his response by stating that he would not be disclosing any medical information related to any party in this case without their consent, therefore any medical information in which he does refer to is with their consent. In direct response to the PCC's question the CC confirmed that all officers in the Constabulary's Armed Policing Teams are subject to annual medical checks which is undertaken by the Constabulary's Occupational Health Team. They also, on a six yearly cycle, have reviews with information provided directly from their GP that is in line with College of Policing standards. All officers in the team must also self-certify their fitness to carry a firearm and disclose any relevant medical history and, at the point where an officer draws their weapons at the start of their shift, they also make a declaration to say they are fit to carry that firearm on that day. Officers must also pass an annual job-related fitness test and are also subject to regular supervisor

one-to-ones alongside team training engagement. The CC then confirmed that the driver in this case had complied with all of these requirements and had been declared fit to perform his role prior to this incident. The PCC then asked who within Occupational Health conducts the medical checks on the officers and the CC clarified that a trained Occupational Health Nurse undertakes this. The PCC then asked the CC whether there was any suggestion before the 5 March 2022 that the driver of the vehicle was not fit to perform his duties. The CC confirmed that he had passed all of the relevant tests and had been assessed by the Occupational Health Nurse for several years and he was fit to perform his role.

- 4.7** The PCC asked the CC whether he could confirm that it was the medical evidence presented to the CPS that was the sole reason for the decision to drop the charges against the driver. The CC confirmed that the decision to discontinue the case was made by the CPS on the 23 February 2023 which followed a court appearance by the officer which was originally reported in the press at the time. The decision to discontinue was made after further medical evidence was provided. The CC reiterated the point that it was a CPS decision to discontinue the case based on medical evidence, not a Norfolk Constabulary decision. The PCC then asked the CC to clarify whether Norfolk Constabulary were consulted by the CPS at all in their process to come to their decision, and the CC confirmed that they were made aware but not consulted. The PCC went on to ask the CC whether the CPS often drop charges in the light of medical evidence provided by the defence. The CC started by saying that he finds this difficult to quantify but it certainly is not uncommon. With regards to this case, the CC clarified that the driver consulted first with his GP after the collision who then referred him to a Consultant Neurologist at the Norfolk and Norwich Hospital. The first statement considered by the CPS was provided by that consultant following an examination of the officer on the 26 April 2022, where that consultant diagnosed the officer with Transient Global Amnesia (TGA). The driver was charged to court nonetheless, then there was a court case; in the meantime, a second statement was provided by a Consultant Neurologist at the Department of Neurology at St George's Hospital in London, that Consultant Neurologist was also a senior lecturer at St Georges University in London. That statement was based on both a review of medical records and an in-person consultation with the officer. That second consultant gave a diagnosis, either of TGA or Transient Epileptic Amnesia, both diagnoses would have had the same effect in terms of driving behaviour or actions. The consultant recommended further assessment to confirm which of the two occurred. The CC confirmed that it was these two statements that the CPS relied on when making their decision and he is sure that it was the overriding reason for their decision. The CC stated that it's the CPS' decision to explain but notes that the burden of proof to convict a person in criminal courts is 'beyond all reasonable doubt' and there were two consultants providing two nearly identical diagnoses. The CC also noted that the opinions made by the consultants of the officer were made by actually meeting with him in person and not merely based off previous medical records. The CC also added that he would like to discuss some further medical information which has been

provided by the driver with his consent. The CC confirmed that since the CPS discontinued the case the driver has seen a third Consultant Neurologist at the Norfolk and Norwich Hospital, this is separate to the first consultant who was also at the Norfolk and Norwich Hospital. The CC confirmed that this third examination was undertaken following the recommendation of the second Neurologist and following the driver experiencing further medical episodes since the collision on the 5 March 2022. Following neurological tests, this third consultant confirmed the presence of a neurological problem for which the officer is now taking daily medication. The officer has allowed the CC to confirm that he has continually kept the DVLA abreast of his symptoms and medical investigations throughout this time. As a result, the DVLA have revoked his driving licence on the information provided, it was reported in the EDP on the 26 June 2023 that the driver still holds a driving licence, this is not true. The CC then stated that he would be providing no further details on the driver's medical situation as this is an ongoing medical issue for the officer, however given the manner of reporting, he had provided the CC with this further information because he thought it would be helpful in terms of the broader understanding of what is occurring.

- 4.8** The PCC commented that he understands that the victim has exercised their right to ask for a review of the CPS' decision, therefore he asks the CC what the victim's options are if the CPS review does not result in the reinstatement of charges. The CC confirmed that it was his understanding that the victim has asked the CPS to review the decision and it is also his understanding that the outcome of that is awaited by all parties. The CC suggested that when the review is completed, it will be accompanied by information as to what next steps are available to the victim. He further stated that the CPS have their own internal complaints process and upon conclusion of that process the relevant party can contact the Independent Assessor of Complaints and ask them to investigate matters. They are independent from the CPS and are guided by His Majesty's Crown Prosecution Service Inspectorate.
- 4.9** The PCC asked the CC whether the internal police disciplinary action decision in relation to the medical advice was based on any legal advice. The CC confirmed that the decision to drop the investigation against the driver was based upon the assessment frameworks that are provided to Professional Standards Departments from the College of Policing and in line with police regulations. Ultimately, like the CPS decision, it was based on the medical evidence provided which demonstrated that the driver suffered from a neurological condition. The CC stated that the same barrier to prosecution is used in internal proceedings as is used in the criminal courts.
- 4.10** The CC was then asked by the PCC how, generally, a misconduct case would progress from an officer's standpoint. The CC confirmed that for the passenger a misconduct case is yet to take place and cannot commence until the complaint made by the victim to the Independent Office for Police Conduct (IOPC) has

concluded. The CC continued by saying how misconduct meetings can result in a variety of sanctions, however dismissal is not one of them, but they can result in sanctions all the way up to final written warnings. The misconduct case takes the form of a panel, where evidence is provided, along with the representations from the officer concerned, but this can only proceed once the IOPC review has concluded.

4.11 The PCC noted that the internal investigation was reviewed by another force, he therefore asked the CC which force undertook this and what, if any, recommendations they made. The CC confirmed that the investigation was reviewed by the Joint Serious Collision Investigation Unit of Bedfordshire, Cambridgeshire and Hertfordshire. The CC clarified that the review took place after the CPS discontinued their case and it was Norfolk Constabulary that asked for the independent review, as they wanted to be certain that there was no further information or evidence that could have been presented to the CPS to influence the decision that they made. The CC explained how it is not uncommon for himself or Chief Officers to ask forces to peer-review Norfolk Constabulary's work; the CC sees this as a healthy thing to do. The CC suggested that he believed that it was the appropriate thing to do in this case as it involved officers from his own force, therefore the review was important to ensure integrity and impartiality. The CC then presented some key extracts from the independent review, the first statement from the report stated that, when considering the building blocks of the investigation, it was found that the evidence in relation to the collision was secured in a timely fashion. A statement from the victim was completed, along with a Collision Book and Professional Standards Department Notification forms being filled out. Furthermore, the BMW in which the officer was driving was downloaded for cameras and telematics and assessed for damage. Police Sergeant Minnis notified PC Warren and ensured that he was unarmed and was sent home. The independent report commented that from reviewing the file and documents it was their professional opinion that the Norfolk Investigation Team completed all relevant lines of inquiry and did not believe that there had been any missed opportunities to gather evidence in relation to the case. They found that the evidence gathering in this case was completed quickly and in accordance with the Authorised Professional Practice (APP) on investigations and all statements were gathered in a timely fashion where nothing was out of the ordinary. The CC added that the independent report did not believe that there were any opportunities lost to gather evidence in relation to the case, including the deleted BWV camera footage.

4.12 The PCC referred to the current IOPC review being conduct and asked the CC whether he has a time scale in which the IOPC will respond. The CC confirmed that he does not currently have a timescale. The CC believes that the IOPC has written to the victim to set out that it might be a significant period of time before they have the opportunity to act, and the CC assumes that this is due to the IOPC's high workload. The CC added that Norfolk Constabulary have contacted the IOPC to encourage them to expedite their review, the reason behind this

being as the Constabulary cannot continue their internal conduct process on the passenger until the IOPC review has concluded and the CC believes that it is in the public interest to have such matter resolved as soon as possible. The CC then went on to explain why Norfolk Constabulary did not refer the matter to the IOPC. He confirmed that they did not do so because the mandatory referral criteria for the matter was not met. For this to be met, the matter should relate to a complaint or conduct that led to death or serious injury, or a serious assault, or a serious sex offence, or a case involving serious corruption, a criminal offence or conduct liable to lead to misconduct proceedings aggravated by discrimination. Furthermore, it must relate to a relevant offence, such being an offence ending with a sentence fixed by law of seven years imprisonment, or that the conduct relates to a Chief Constable or Deputy Chief Constable. However, forces can make voluntary referrals to the IOPC where the gravity or exceptional circumstances would dictate such. The CC noted that now the victim has asked the IOPC to review the case, any referral from the Constabulary on a voluntary basis would be considered by the IOPC to be invalid. The CC mentions this as the EDP and the victim have suggested that the Constabulary should refer themselves to the IOPC, however they cannot. The PCC then asked whether the IOPC findings would be solely in relation to the internal misconduct proceedings and not the reinstatement of charges. The CC confirmed that to be accurate. The PCC continued in asking the CC what options are open to the victim if the IOPC decision goes against them. The CC commented that he thinks this is one for the IOPC to comment on and presumes these options will be put forward to the victim in their response.

- 4.13** The PCC then referred to an article published by the EDP which compared this case to one that occurred in Australia where a drunk driver claimed that he had amnesia during a vehicle collision. The PCC therefore asked the CC whether he believes there to be a direct comparison. The CC confirmed that he had seen the article and had undertaken some research on the Australia case to determine whether there was any similarity. The CC understood that the Australia case concerned a retired police officer who was involved in a serious vehicle collision, and it was determined that the driver was over the drink drive limit. The driver later claimed that it might have been caused by either sleepwalking, amnesia or a blackout. The CC clarified that in the Australian case a Neurologist examined the driver and disagreed, dismissing their claim. The driver was subsequently convicted. The CC then compared such details to the Norfolk incident where three neurologists all diagnosed the driver with similar neurological conditions, therefore the CC concluded that he believes there to be a stark difference between the cases.
- 4.14** The PCC asked the CC what role the Police Federation played in either the investigation or in the defence of the two officers. The CC clarified that the Police Federation is independent from the Constabulary, and they are the body that represents rank and file officers up to and including the rank of Chief Inspector. He then confirmed that both of the officers involved are members of the Police

Federation. The CC explained that when an officer, regardless of the case, is informed that they are being investigated, they are served notice under Regulation 17 of the Police (Conduct) Regulations 2020 that informs them that it is being alleged that they might have breached the Standards of Professional Behaviour. Within that notice, it makes clear to the officer that they have a right to be represented during the investigation of those matters. That can be a member of the Federation, or it can be a nominated police friend, and in this case the officers utilised the support of the Police Federation to support them, and that is the role of the Federation to support; they have no role within the investigation. The CC confirmed that the two officers involved were represented by separate members of the Norfolk Police Federation to avoid any conflict of interest and they were there to solely ensure that the rights of the officers were ensured and appropriately supported throughout the course of the investigation.

4.15 The PCC asked the CC how information has been provided to the victim. The CC confirmed that in any case being investigated by the Constabulary's Professional Standards Department (PSD), the case is allocated to a caseworker or investigator, and it is part of their responsibility to ensure that the victim is kept up to date throughout the course of any investigation. In this case, contact had been maintained throughout the process. At the end of the misconduct investigation, the victim was provided with a very detailed report outlining the reasons for the outcome. It goes into considerable detail as to what has occurred; therefore, the victim has received a considerable amount of update from the Constabulary. The PCC then asked the CC whether further information has been provided to the media. The CC confirmed that the victim provided the EDP with a copy of the report into the misconduct investigation. The CC also confirmed that the Constabulary have answered over 20 questions from the EDP in the course of recent weeks. The content of the reporting on this case has largely come from the contents of the report itself in which the Constabulary sent the victim. The CC clarified that over the past few days a number of articles have suggested that new information has come to light, which is not the case as everything was provided upfront in the report provided to the victim. The CC confirmed that the only additional information included within any media publication came from comments obtained from 'experts' or where they have sought the opinion of people claiming to be former police officers. The PCC asked whether any information is being withheld from the victim or the media when questioned. The CC confirmed that no information is being withheld.

4.16 The PCC referred to a further EDP article in which suggested that Norfolk Constabulary are not being transparent about the case. The PCC asked for the CC's comments on this. The CC referred to his previous answer being that the Constabulary have provided a detailed report to the victim and answered over 20 questions from the EDP on the case. Furthermore, the CC highlighted how there have been over 20 articles published by the EDP on the case, and all the information contained within such has been provided by the Constabulary. The CC stipulated how important transparency is in misconduct cases, and the only

area of reluctance in which he has had on this case concerns personal medical information of the officer concerned as it would not be appropriate for him to provide any information beyond what he has already disclosed.

- 4.17** The PCC asked the CC what duties the two officers are now performing. The CC confirmed that both officers are currently not authorised to carry any firearms, and the driver has had his driver's licence revoked by the DVLA based on the information that he provided to them, as such he cannot drive any police vehicle. The driver is therefore carrying out station duties and has no contact with the public, nor is he investigating crime whilst awaiting further assessments. The passenger is carrying out the standard duties of an officer, but without a firearm.
- 4.18** The PCC referred to a further EDP article which suggests that there has been collusion and cover-up within the Constabulary in relation to this case to protect the two officers. The PCC asked for the CC's comments on this. The CC stated that this simply has not occurred.
- 4.19** The PCC then asked the CC if there is any other information relevant to the case in which he feels should be commented on in this forum. The CC stated that he believed that everything had been covered in all of the previous questions in which the PCC put to him.
- 4.20** The final question on the case in which the PCC put to the CC was in reference to an interview in which the CC gave to the EDP, where a subsequent editorial was published which stated that the CC's words are welcomed, however his actions are what people are interested in. The PCC therefore asked the CC, more generally, what he is doing in terms of ensuring professional standards are raised throughout the Constabulary. The CC clarified that within the interview in which he gave to the EDP he spoke more broadly about what all police forces should do in light of the Casey Report and some of the very damaging cases reported on nationally within the media concerning police conduct. The CC started with some statistics stating that currently in the Constabulary, 16 officers are suspended, and one member of police staff is currently suspended. Referring back to 30 June 2022, there were only five officers suspended and no members of staff, so the Constabulary has seen an increase over the last year. The CC then moved on to share some statistics on conduct investigations within the Constabulary. As of the 5 July 2023, there have been 72 misconduct cases recorded compared to 52 at the same time last year, this represents a 38% increase. Of the 72 current reported cases, the 16 suspended officers would make up a part of that group. The CC confirmed that in the vast majority of those cases, they are matters that have been reported by members of the Constabulary, where officers or staff have raised concerns about the behaviours of their colleagues. The CC stated that he and his Chief Officer team, along with all senior leaders, have been particularly clear with all of their staff, in light of Baroness Casey's Report, and beforehand as well, about the standards expected and the importance of restoring trust and confidence in policing and removing people

from policing who have no place in the service. The CC suggested that he believes that the force is hearing that message loud and clear and that is what is leading to the significant increase in reports. The CC then stated that he does not want people in the force who do not share the forces values. He then added that in the past year, he has dismissed three officers from the Constabulary, all of whom have been reported in the local media, along with four members of police staff. Further to this, he confirmed that the Constabulary have a number of cases awaiting hearing with hearings set throughout the remainder of the calendar year. The CC, however, did highlight, that it is taking a long time to get hearing dates set and this is due, in part, to the availability of Legally Qualified Chairs (LQCs) as there is seemingly a shortage of them at a time when the number of hearings nationally is going up. Furthermore, the Constabulary are struggling to find Barristers to present the evidence in these cases. The CC stated that despite these difficulties, these hearings will be heard but there will be a delay unless there is a change in conduct regulations, and he notes that there has been some talk of this within the media. The CC welcomes any changes that would speed up the process, particularly where there are victims involved in these cases, but also because officers are being paid with taxpayers' money, so it is important to make a determination of whether there is guilt or not so they can either stop using this money to pay the officer or return the officer back to normal duties. The CC added that if the process would have been made quicker, the Constabulary may have seen more than three officers and four members of staff dismissed. The CC then moved onto student officers entering the Constabulary by mentioning that there is an additional requirement through which you can require them to leave the service, being Regulation 13. Under Regulation 13, which covers student officers' probation period, the Constabulary have dismissed one officer in the last twelve months. Furthermore, the Constabulary have had three student officers resign following a case conference decision to dismiss, and finally the Constabulary had eleven student officers leave throughout the totality of their process. Combining all those figures together, the CC acknowledges that he is taking a robust position on conduct and confirmed that the force will make the difficult decision if they establish someone is not right for policing. The CC also highlighted the fact that the force is made up of nearly 1,900 police officers and 1,200 police staff, the majority of which came into the force to help make their communities better and that is what they do every day, however, if someone does not match the forces standards they will be moved on. The CC commented that he has deployed four extra detectives in the Anti-Corruption Unit, along with three extra Police Constables into the Serious Case Unit and four extra officers into the forces Vetting Team. On top of this they have established a Regional Anti-Corruption Team with colleagues across 7 Forces. One final point the CC added was that the force has completely reviewed the vetting status of all of the colleagues within the Constabulary and washed all of the data in which they hold against their colleagues into the Police National Database which they are analysing the returns. This demonstrates that the Constabulary is taking a proactive approach in this area. The PCC added that it is his understanding, on the point of LQCs, that the Home Office review into police misconduct

processes, and the future of the LQC concept, is on Ministers desks so there should be an announcement before recess on the 20 July 2023. However, what he does not know is the timescale for implementation as he does not know how much primary legislation will be involved. The CC then speculated that the new regulations may not be able to be applied retrospectively, however the detail of such will need to be examined by both the CC and PCC.

- 4.21** The PCC moved on to questions from the public and started by referring to a question received from a member of the public concerning road safety and speed enforcement on the B1112 near Downham Market. It is the PCC's understanding that the Safety Camera Team does deploy to the stretch of road in question, so it is being addressed. The question of police assets would be a police operational matter, which the PCC has discussed with the appropriate team, so the specific matter is now being considered.
- 4.22** The PCC then addressed a suggestion received by a group called 'Living Streets Norwich' which referred to how parking issues could be reported online to the Constabulary. The PCC is mindful that parking matters are ordinarily a County Council responsibility, but again the PCC has discussed this with the appropriate team within Norfolk Constabulary who are currently considering it. The PCC mentioned, that if needs be he and the CC could discuss the issue with the County Council on where the division of responsibilities may be.
- 4.23** The PCC turned his attention to a third question received by a member of the public which asks the CC what work is being done to change the Constabulary's culture with regards to racist, homophobic and misogynistic behaviours, and in doing so can the CC comment on training and guidance about interventions. The CC commented that he had touched upon this in his last answer, however the conduct regime is just one aspect of the culture within the Constabulary, he states that in light of Baroness Casey's Report they have a broader programme of work around cultural change. Some of these activities involve Chief Officer and senior leadership workshops with middle managers which discuss standards and cultural change. The CC also confirmed that he has written to all members of the Constabulary detailing what his expectations are and what change looks like moving forward. In addition to this, the Chief Officer team has made a number of pledges stating how they themselves will follow these standards and expectations. The Constabulary is holding focus groups with officers and staff so that the CC can hear from them about what is working in this area and what is not. The CC confirmed that the force is delivering a training toolkit, which will be produced and made available for all leaders under the forces' existing leadership programme called 'Leading with Care'. Staff surveys have also been undertaken to ensure that the opinion of all corners of Constabulary is influencing the change programme and further to that the force is carrying out activities such as 'listening circles' so views can be shared between staff. The final

point in which the CC made was ensuring that positive behaviours are also rewarded and celebrated; this supplements discouragement of behaviours that will not be accepted in order to see cultural change take place within the force. The CC comments that there is a fine balance between praising positive cultural behaviour and discouraging inappropriate behaviour. The PCC noted that there was a second part to this question which asks what the CC is doing to dismiss those demonstrating unacceptable behaviour, however he suggests that the CC had already covered this as part of his answers earlier on in the meeting. The Deputy Chief Constable (DCC) added that he sits across the top of Professional Standards and the main metric in which he uses to assess the Constabularies culture is the statistics in which the CC previously provided, being suspension numbers and the number of misconduct cases reported internally by colleagues. These numbers would suggest that members of staff and officers are feeling more supported and confident to report inappropriate behaviour within the force.

- 4.24** The final public question in which the PCC addressed was in relation to Safer Neighbourhood Action Panels (SNAP), specifically in Aylsham where a resident expressed concern that these were not taking place. The PCC noted that the next Aylsham SNAP was to be held on the 10 July 2023. The PCC therefore asked the CC what the SNAP meetings intend to achieve and to reassure the PCC that these are taking place across the county post-pandemic. The CC stated that under section 34 of the Police Reform and Social Responsibility Act 2011, the Chief Officer of Police must make arrangements for obtaining the views of the public to inform policing priorities and to inform the forces activity in neighbourhoods. These are usually discharged through SNAP meetings, however there are other surveying activities that take place to obtain the public's views along with informal discussions with members of the public on a day-to-day basis. The CC confirmed that there is currently some ongoing work within the Community Safety Department, which is developing a new model for the SNAP meetings, including how the force can better publicise them in advance and to try and see if attendance can be increased. During the pandemic these meetings were held virtually, and the force found that it was quite positive in terms of numbers attending the meetings. Post-pandemic the force is hosting a number of hybrid meetings so that members of the public have both options available to them. The CC confirmed that there was a missed SNAP meeting in Aylsham in March due to a sudden change to the Local Policing Inspector for that area alongside a scheduling clash which meant that many Council members would be unable to attend the SNAP meeting due to the pre-election period. The CC confirmed that the new Inspector in that area is running two SNAP meetings in July to try and make up for the missed one in March.

The meeting had a short break and reconvened at 11:15

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

- 5.1** The Assistant Chief Officer (ACO) started by confirmed that the Pillar 1 papers contain the usual updates around sustaining Norfolk Constabulary which include Estates, Finance, ICT and His Majesty's Inspectorate of Constabulary and Fire & Rescue Service updates. Of note the ACO mentioned that the paper included the financial outturn report for 2022/23 including the recommended final reserve movements. In summary the ACO noted in relation to the outturn report, the group overspend was £241,000 which was 0.12% of the total budget. This was due to pressures concerning utilities as well as higher than expected pay settlements throughout the year. The PCC commented that he has discussed this outside of the meeting and has signed off the movements of reserves.
- 5.2** The PCC asked a question on the HMICFRS police effectiveness, efficiency and legitimacy (PEEL) report which dates back to October 2022. He asked the CC for a midterm update in relation to progression of the eleven Areas For Improvement (AFI) put forward within the report by HMICFRS. The CC presented an update on each of the eleven AFIs. The CC noted that eleven AFIs was actually quite a low number when compared to other forces nationally. The first AFI put forward stated that the force needs to make sure that officers properly record their grounds for stop and search. The CC confirmed that since the report the force has put out extensive training and provided new guidance to officers which has changed the way in which they are now recording the grounds for stop and search. The CC highlighted that in the report itself the Inspectorate had no issues with the BWV camera footage of the stop and searches conducted, it was solely to do with how the written grounds were recorded. Furthermore, the force has carried out audits, and continue to do so and would now expect to be graded 'good' for that. AFI 2 concerned problem-solving plans and to see if these could be managed centrally with further assessment and evaluation. The CC has confirmed that they have made the required changes as Problem Solving Advisors have greater involvement with the implementation, management and assessment of problem-solving plans. Furthermore, the force does not allow a plan to be closed unless opportunities for learning have been identified, recorded and shared. Turning to AFI 3 which stipulates that the force should make sure that call handlers use and correctly record structured initial triage and risk assessments, to decide on call prioritisation and the most appropriate response. The CC confirmed that they have put in place the changes within systems in the Control Room to ensure that assessment is now mandated and every 24 hours a report is generated which highlights any calls that have slipped through the net. The CC noted on this point, that the more time spent on 999 calls, the greater the reduction in capacity to take more calls. Over the years forces have rightly seen a number of recommendations put forward which has led to call takers being on calls for

much longer, however without further investment and funding from central government there will be greater impact on 101 calls performance. AFI 4 stipulated that the force should make sure that repeat callers and vulnerable victims are routinely identified. The CC confirmed that the force is carrying out audit work to ensure that does take place alongside further training in the Control Room. On AFI 5, which states that the force needs to make sure that call takers give appropriate advice on crime prevention and preservation of evidence, the CC confirmed that the force has provided additional training and changed processes to ensure this occurs. In relation to AFI 6 which stipulates that the force should reassess the training and direction it has taken to improve crime supervision and investigation quality, the CC confirmed that their supervisors are aware of core minimum standards and have developed, what the CC describes as best in class, data insights dashboards which are available to supervisors. These changes have resulted in Norfolk Constabulary, as of June 2023, having the second highest detection rates in the country. Dedicated District Crime Units have had an impact on detection rates as they enable closer scrutiny of investigations and allow the force to ensure they are better supporting victims. The CC turned to AFI 7 which relates to the Victims' Code. The CC confirmed that they are again using the data insights dashboard to better understand where the force is complying and where it is not. AFI 8 relates to ensuring an auditable record of the decision of the victim, and the CC commented this is very much linked to AFI 7 so provides the same response. In relation to AFI 9, which states that the force should make sure that ancillary order such as Domestic Violence Protection Notices or Order are considered in all appropriate cases, the CC confirmed that the force is considering the best use of these through research. The findings thus far support the Constabularies existing practice which is that they are most effective when those Orders are used in cases where individuals are most at risk. The CC suggests that the effectiveness of the Order is limited if they are liberally used in a non-targeted way. This is also not an efficient use of the Constabularies resources if overused, nor is it good for the victim. Despite this, the CC confirmed that the force is reviewing their policy when they close cases to see if an Order is appropriate. Furthermore, the forces Domestic Abuse Perpetrator Partnership Approach Team is actively reviewing cases to see if they are suitable for Stalking Protection Orders, and if not, to offer other support to the victims. AFI 10 stipulates that the force should make sure that officers are aware of their safeguarding responsibilities beyond the initial safeguarding. The CC confirmed that training in Domestic Abuse linked to changes in risk assessment processes highlighted these as risk factors for officers to be aware of and respond to. Furthermore, the closure plan now includes an element to consider the victim's needs at such point. Finally, in relation to AFI 11, which stipulates that the force should review its capacity to manage the risk posed by registered sex offenders, the CC confirmed that the number of registered sex offenders in the county is growing from year-to-year as the force is catching more offenders and they are living for longer. However, the

CC confirmed that he has committed additional resources to that problem, so the Public Protection Unit has more capacity to visit those offenders. The CC then touched upon the recent HMICFRS report on the Eastern Regional Response to Serious and Organised Crime. He confirmed that Norfolk Constabulary received four AFIs within the report and the force is making good progress against them all. The PCC added that he is currently completing his Section 55 response to the report which will be published shortly.

- 5.3** The PCC then asked the Constabulary to comment on the position regarding assaults on officers. The DCC commented that for the calendar year of 2022 the force recorded 822 investigations as a consequence of assaults, and they range from an Assault by Beating of the Constable, all the way up to and including Grievous Bodily Harm with Intent (section 18). The majority of those cases ended with some sort of sanction for the individual. The DCC stated that the force takes little tolerance on assaults caused to Constables performing their duties, so most do get charged to attend court. However, there are other cases, where due to the nature and being considerate of the individuals, that some do get cautions. Of the 822 investigations, a number of these officers and staff do unfortunately end up in hospital, the predominate cause for this is officers being spat at, either in their eyes or their mouth, which requires medical intervention. The DCC reassured the PCC that the officers and staff members who do attend hospital get visitations to check on their welfare and are supported afterwards to make sure any longer term physical or psychological effects are addressed. The PCC noted that, with just over 1,800 officers in the Constabulary, 822 assaults make up more than a third of total officers or some officers get assaulted more due to being in front-line roles. The CC added that it is not just officers who get assaulted, but police staff also, particularly in custody suites. The PCC further asked whether the CC is happy with the courts support in terms of sentencing of individuals assaulting officers and police staff as he notes that the Home Secretary increased the sentencing guidelines for assaults on emergency service workers. The DCC commented that he welcomed this extension and its recognition of the seriousness of the assaults in terms of supporting officers and staff.

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

- 6.1** The DCC introduced the Pillar 2 papers. Firstly, he pointed out the public perception on 'the police doing an excellent or good job' metric, which decreased just one percentage point from the previous twelve months (year ending March) from 86% to 85%. The DCC stipulated that this is actually positive as over the last year there has been significant national exposure on policing, so Norfolk Constabulary holding steady over the last year actually may not be such a negative. He added, however, that the force is not relaxed about the figures and if there are any changes to be made the force will do

so. The DCC then mentioned Norfolk Constabulary's position in regard to detection rates, being that they are now second in the country. The DCC noted that the City of London Police is top, which is a very unique force, as it has a small radius and population which is unusual for policing. Finally, the DCC turned to 999 call figures, which he stated, over the last three months, have seen some of the highest numbers the Constabulary have ever recorded. The DCC stated that the force continues to monitor 101 call performance also as they do not want this to get lost in the rising 999 call demands. The DCC also mentioned how the Constabulary regularly hit the benchmark of answering 90% of 999 calls in under ten seconds, however, this has an impact on resourcing and keeping call handlers free for other emergency calls. The PCC then asked about the daily peaks of 999 calls, as he recalls them having over doubled since he has been within his role as the PCC (from 250 calls a day to over 600 now). The DCC confirmed this to be true and commented how this is unprecedented. He added that it is difficult to balance resources between 999 calls and 101 calls, as with 999 calls you need call handlers to be free to answer these calls in under 10 seconds. The DCC also ensured the PCC, that the force has been using new technology with 101 calls which is helping them to efficiently triage the calls from the switchboards based on the apparent risks identified. In terms of the figures quoted within the paper, the PCC asked the DCC whether this is entirely all 999 calls received into the Constabulary. The DCC confirmed that to be the case and noted that about a third of these calls are converted into a response, some of which are not responded to with an emergency blue light. The PCC then asked whether these are all Norfolk calls or is there any spill over from other counties. The DCC confirmed that because Norfolk Constabulary are particularly good at answering 999 calls quickly, they do not export any calls, however they do import calls from other counties (200-300 a month). The CC clarified that an increase in 999 calls or 101 calls does not mean an increase in crime in Norfolk at the same rate. The CC added that they are finding that many of the increasing call types are those called 'concern for safety calls', which he hopes will be addressed with the 'Right Care, Right Person' approach. The CC gave a recent example of this being that the Norwich district, on the morning of the 4 July 2023, came into ten missing persons cases just within the Norwich City district. The CC noted that it is these other areas of responsibility in which the police deal with, which are not necessarily crimes but are still important, that take up a significant amount of time and a lot of policing resources. The DCC noted that the force is moving to the Single Online Home provision which will give members of the public far greater digital access to the service, which the force hopes will help with 999 demand and maintaining 101 performance.

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

- 7.1** The DCC introduced the Pillar 3 report. Firstly, the DCC identified that Domestic Abuse positive outcomes are increasing which is very much driving

the overall arrest rates. The DCC confirmed that the force has been, appropriately and proportionately, pushing arrest rates as an investigative and safeguarding tool. Furthermore, the DCC highlighted how the force is understanding their datasets to ensure they have data provisions for the right people at the right time. The DCC then confirmed that the number of disruptions to Serious and Organised Crime has increased. He added that the force has been focusing on their County Lines activity where disruption, dismantlement and removal of County Lines coming into Norfolk has been substantial. Efforts have focussed here as this is an area where the force has identified significant visible harm occurring. The final point in which the DCC made was in relation to rape offences and Operation Soteria, confirming that Norfolk Constabulary do apply the Soteria principles, particularly working hard on engagement with victims. The DCC confirmed that the force has set up an engagement team who really focus on supporting victims. He also confirmed that detection rates are in double figures on a month-by-month basis which represents a positive increase.

- 7.2** The PCC asked about the positive hare coursing figures, decreasing 30.3% over the last 12 months and 52.4% against the long-term average, and how successes in this area can cross-pollinate other rural crime types. The DCC stated how the Constabulary's hare coursing reductions are clearly a success, and part of that success is working in collaboration across the 7 Forces and targeting coursers with civil legislation. The DCC also commented on how the forces network with local farmers and others in the rural community is strong, so they hear what these individuals are saying. He added that the force enforces the law, whether that be through seizing vehicles or dogs, and then pursuing it through the courts.

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

- 8.1** The Director of Local Policing Delivery Unit (DLPDU) outlined the report in relation to Pillar 4. Firstly, he referred to the Integrated Offender Management Scheme, which is continuing to do great work with partners. Of the 19 individuals who came off the scheme within this reporting period, the force saw a 71% reduction in their crime harm score compared with their year prior to joining the scheme. On the other side of this the DLPDU commented that within the cohort, 22% were charged with other offences and one in five had breached action taken against them by the Probation Service. The second point in which the DLPDU raised was in relation to the Domestic Abuse Perpetrator Partnership Approach (DAPPA) pilot, which is continuing its good efforts despite some staff retention issues. Furthermore, there has been some encouraging signs around the number of Stalking Prevention Orders increasing. Finally, the DLPDU mentioned that the encouraging figures around the number of young people aged between 10 and 17 years old entering the criminal justice system has continued to fall, something which has been an ambition of the whole partnership. Norfolk

now has a figure less than both the eastern region and national figures.

- 8.2** The PCC asked how much of what has been mentioned is dependent on grant funding as opposed to in-house consistent funding. The DLPDU stated that there are several pilots the force currently has going on and it is evaluating these to see how they are going to be sustained going forward.

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

- 9.1** The CC outlined the Pillar 5 papers suggesting that a lot of the key elements have been discussed elsewhere within the meeting. However, he mentioned that some of the highlights include the performance dashboards which have now been completed, which allow the force to better understand and support victims of crime. The CC added that the force continues to upskill their staff, more presentations have been delivered to leaders and managers around how they use the new dashboard to better drive compliance. In terms of investigations, the CC mentioned that Operation Investigate continue to develop training days for frontline officers and he believes that detection rates previously referred to are the best indicator of success in this area. Furthermore, the CC suggested that the Op Converter Team have been a part of the force's success in this area, who have achieved 200 positive outcomes of crimes by re-engaging with offenders and identifying further criminality amongst them. The PCC asked whether this is a one-off pilot, or will this be a sustained approach, as this does seem to be paying off. The CC confirmed that it is a team that has been funded for this year, but one in which the CC will do his best to keep funding next year, however there are a number of cost pressures facing the force. The CC stated that the force will always prioritise crime and the solving of crime. The CC then mentioned one area of significant pressure that the force faces is from the workload of the Victim and Witness Care Team; they are too regularly having to contact victims or witnesses telling them that court hearings are being rescheduled at short notice. The backlog in the criminal justice system is falling upon policing to support through the management of victims and witnesses. It is an area in which the force has had to grow and increase the size of the team on a temporary basis, however the CC stated that the staff within the team are fantastic and are doing an incredibly challenging job. The PCC mentioned that at the last Local Criminal Justice Board, he asked the regional director of His Majesty's Courts and Tribunal Service to go back and see whether there was funding from them to support this additional burden on policing as the police are carrying their financial risk. The regional director understands where the PCC was coming from and would do his best. The CC reiterated that it is a significant cost pressure to policing and resources have to be redirected in order to deal with this.

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

- 10.1** The DCC outlined the report in relation to Pillar 6. He highlighted how the new Commercial Vehicle Unit provide the force with specialist knowledge and investigative capability around commercial vehicles. The force does numerous action days where lorries are pulled over and do all the necessary checks and they are out on the roads building intelligence. The DCC mentioned that this is the forces response to the increase in commercial vehicles being involved in Killed or Serious Injured incidents. He also noted that the Commercial Vehicle Unit are also using their intelligence to disrupt serious and organised criminality, such as drug and human trafficking. The DCC went on to comment on how Norfolk has the lowest burglary rate in the country along with the lowest residential burglary rate in the country and that links in with Norfolk having a safer, stronger community. The PCC added how it is positive to see an increase in solved hate crimes, being up 30.2% in the last 12 months and 22.7% against the long-term average. The DCC noted that the force focuses vigorously on hate crimes, and these are looked at daily. He added that they also monitor community tensions and protest events, and the impacts these may have. The DCC further added that some of this is seasonal as a significant amount of hate crime happens in the public space. As autumn and winter approach there are fewer people in the public space so the force would expect to see a drop in the volume of hate crimes. The PCC then raised the issue of non-crime hate incidents and asked the DCC if these were included in the report figures. The DCC confirmed that the report relates to crime incidents only, however there is a balance to be drawn between the two.

11. Emerging Operational/Organisational Risks

- 11.1** There were no emerging operational/organisational risks discussed.

12. A.O.B

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

13. Date of the Next Meeting

- 13.1 The PCC stated that the Police and Crime Panel, which was due to take place on the 17 July 2023, is being rescheduled.
- 13.2 The next PCC Accountability Meeting is scheduled to take place on Tuesday 17 October at 10:00am in the Office of the Police and Crime Commissioners Conference Room, Building 7, Falconers Chase, Wymondham.



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Giles Orpen-Smellie
Police and Crime Commissioner



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Paul Sanford
Chief Constable

ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – October 2023

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

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

RECOMMENDATION:

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

An overview of each pillar is provided in appendix A

PILLAR 2: VISIBLE AND TRUSTED POLICING

(1) Improving public trust and confidence in policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Public Perceptions: Police doing an excellent/good job	86%	85%	Data not available	+1pp	Not applicable
	Public Perceptions: I have confidence in the police in my local area	81%	76%		+5pp	
	Public Perceptions: Deal with crime/ASB that matter	62%	53%		+9pp	
	Public Perceptions: Understand issues that affect your community	66%	60%		+6pp	
	Public Perceptions: Satisfaction with the level of policing in your local area	58%	51%		+7pp	

Table 5: Public Perceptions survey data.

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022.

- There have been pleasing improvements across public perceptions of policing in Norfolk over the last 12-month period, including increased confidence that the Constabulary will deal with crime and anti-social behaviour issues that matter, increased confidence that the police understand the issues affecting communities, and increased satisfaction with the level of local policing. Improvements have been achieved across all indicators in Table 5 above during this reporting period.
- 86% of those surveyed within the date range felt that Norfolk Constabulary were doing a good or excellent job, demonstrating strong confidence in general policing across the county, showing a small improvement against the previous period.
- These improvements have been delivered against a backdrop of challenging national reputational issues for the police service.
- Effective local policing and community engagement are fundamental to maintaining and building trust and confidence. The results of the public satisfaction surveys are used to inform and direct activity across the county.
- The Constabulary is continually exploring better ways to engage with the public through both online and offline forums to provide communities with information and reassurance when they need it, and to gain their feedback about the issues that matter most to them.
- Beat Managers and the Community Policing Team continue to be protected assets, with ownership and accountability for dealing with local crime and anti-social behaviour issues. These officers work visibly in communities, patrolling local neighbourhoods, responding to community concerns, and providing reassurance.
- A new Neighbourhood Policing performance framework dashboard is being developed which will enable the Constabulary to better understand the service

being delivered across the county and improve the consistency and prioritisation of neighbourhood policing.

Area	Indicator	Last 12 months	Previous 12 months
Visible and trusted policing	PSD data complaints	409	460
	PSD data complaints documented within 2 working days	72.4%	90.2%
	PSD data complaints complainant contacted within 10 working days	83.0%	69.9%
	PSD data complaints time to resolve - Schedule 3 only (average in working days)	79	72
	PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	Unavailable	42
	PSD complaints finalised where service provided not acceptable	104	60
	Reviews upheld	Unavailable	10
	Chapter 13 letters	14	4
	PSD conduct cases	72	52
	Misconduct hearings	Unavailable	Unavailable
	Misconduct meetings	Unavailable	Unavailable
	Police Appeals Tribunal	Unavailable	Unavailable

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022.

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

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 Update

- In the reporting period, 409 complaints were received. This is a decrease of 12% compared to the previous 12-month period.
- 72.4% of complaints were logged within two working days, and 83% of complainants were contacted within ten working days. Contact times have improved when compared to the previous 12-month period.
- Professional Standards have however seen a fall in the number of complainants that were documented within two working days. This can be attributed to reduced resources within the Complaints Management Unit for a short period of time. This has been addressed and pending ongoing staff training, this figure should improve moving forward.
- The database used to record Complaints (Centurion) was upgraded in October 2022. Unfortunately, the update caused an error which resulted in the database becoming unusable for a period. The loss of Centurion affected our ability to log and contact complainants for several weeks. This has had an impact on our

timeliness when measured over a 12-month period but has not impacted the last quarter.

- There has been a slight increase in the average number of days taken to resolve a Schedule 3 complaint, increasing from 72 days in the previous 12-month period to 79 days in the last 12-month period. This growth can be attributed to an increase in PSD staff workloads and the increased complexity of some ongoing cases.
- In 104 of the 409 (25.4%) finalised cases, the service provided was deemed 'not acceptable'. In cases where the service provided has not been acceptable, investigating officers are encouraged to identify learning, both individual and organisational, to deliver a future reduction in similar cases. Identified learning is reviewed monthly to identify trends and seek solutions.
- Where a local investigation is not completed within 12 months, the appropriate authority must provide the Local Policing Body (OPCC) and the IOPC with a report outlining the steps taken to progress the investigation. This is referred to as a Chapter 13 Response. Within the last 12 months the Professional Standards Department oversaw the production of fourteen of these reports. This is an increase of ten from the previous reporting period. Several factors affect the timeliness of investigations, and the number of cases that are subject to Sub Judice has been a large contributory factor for this increase. If there is a linked criminal case to an investigation, the former will take primacy; if the two are instinctually linked and proceeding with the complaint investigation would be prejudicial to the criminal proceedings, the complaint case is held Sub Judice and is effectively 'on-hold' until such time that the criminal proceedings have concluded. This can often cause PSD investigations to go beyond 12 months. In addition, backlogs or issues within the criminal justice system can affect the time taken to progress complaint cases. A number of the criminal investigations that are related to these cases are complex in nature and consequently have taken a significant amount of time to progress.

Conduct Update

- In this reporting period, 72 conduct cases were recorded. This is an increase of 38% compared to the previous year, when 52 cases were recorded.
- Misconduct cases are reviewed to ascertain any learning, and the results of hearings and meetings are published monthly to highlight to the wider Constabulary the behaviour of others. This is to provide officers and staff with an opportunity to learn from the mistakes of their colleagues and demonstrate the consequences of such behaviour.
- There are eight misconduct hearings currently being progressed in Norfolk. The cases relate to gross misconduct with allegations ranging from inappropriate personal relationships to sexual assault. There are also currently two Norfolk cases which are scheduled for misconduct meetings.

(2) Delivering Effective Neighbourhood Policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Establishment for Beat managers	98	117	116	-16.2%	-15.5%
	Effective strength for Beat managers	87	111	106	-21.6%	-17.9%
	Effective strength for Beat managers (% of establishment)	88.7%	94.9%	91.6%	-6.2p.p	-2.9p.p
	Establishment for Sergeants	148	133	132	11.3%	12.1%
	Effective strength for Sergeants	148	133	129	11.3%	14.7%
	Effective strength for Sergeants (% of establishment)	100.1%	99.9%	97.9%	0.2p.p	2.2p.p
	Establishment for Local Policing Neighbourhood Sergeants	13	16	15	-18.8%	-13.3%
	Effective strength for Local Policing Neighbourhood Sergeants	15	14	14	7.1%	7.1%
	Effective strength for Local Policing Neighbourhood Sergeants (% of establishment)	119.2%	90.6%	93.9%	28.6p.p	25.3p.p

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- The establishment for Beat Managers has reduced from 117 to 98. 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 crime investigation in Neighbourhood Policing.
- The establishment for all Sergeants has increased from 133 to 148. This figure includes the Local Policing Neighbourhood Sergeants who provide direct supervision to Beat Managers. The Local Policing Neighbourhood Sergeant establishment has reduced from 16 to 13 in the last 12-months. This is also due to the re-alignment of posts into the new District Crime Units as explained above.
- The process for setting local neighbourhood priorities is under review, including Safer Neighbourhood Action Panel (SNAP) meetings. This review has included multi-agency workshops to ensure partnership views are being taken into consideration.
- Training has now been delivered to all new Student Officers, Beat Managers, Local Policing Neighbourhood Sergeants, and Operational Partnership Teams in the use of problem-solving techniques to address community issues.
- A new Neighbourhood Policing Improvement Board has been formed, led by the Community Safety Superintendent to ensure the seven pillars of Neighbourhood Policing, as defined by the College of Policing, are being addressed.
- Throughout the summer of 2023 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.

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

Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Visible and trusted policing	Total engagements	18,767	19,968	-6.0%
	Park Walk Talk Engagements	8,202	8,353	-1.8%
	Targeted Activity Engagements	3,905	2,081	87.7%
	General Engagements	657	4,102	-84.0%
	Key Individual Network (KIN) Engagements	314	1,309	-76.0%
	Streetsafe Engagements	61	1,555	-96.1%
	Community Meeting Engagements	976	767	27.2%
	Neighbourhood Engagements	1,685	0	N/A
	Stakeholder Meeting Engagements	117	633	-81.5%
	Public Event Engagements	658	362	81.8%
	Education Engagements	120	591	-79.7%
	Vulnerable or Diverse Communities	653	0	N/A
	Children and Young People Engagements	877	0	N/A
	Surgery Engagements	414	0	N/A
	Citizens in Policing (CiP) Engagements	43	99	-56.6%
	Reassurance Patrol Engagements	11	75	-85.3%
	Recruitment Event Engagements	30	35	-14.3%
	Independent Advisory Group Engagements	44	0	N/A
	Business Engagements	0	2	N/A
	Health Protection Regulations Compliance Monitoring Engagements	0	3	N/A
	Protest / Demonstration Engagements	0	2	N/A

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022.

- There has been a small decrease in recorded volume of engagements across the county over the past 12 months.
- It is important to note that Engagement and Targeted Activity categories on the Engagement App (where officers record their engagement activity) were amended in October 2022. Some categories are no longer used and new categories have been created. This should be taken into consideration when comparing data from the most recent 12-month period against data from the previous 12-month period.
- Visibility and engagement continue to be delivered through many different approaches, including 'Park, Walk, Talk' patrols and street surgeries.
- The Constabulary has used data from the StreetSafe public reporting digital application to target patrols in areas where people have raised concerns that they feel unsafe.
- The force's Engagement Plan was launched at the start of October 2022. The plan provides officers with greater clarity and direction around why, how, and what to do when engaging with communities. Importantly, the Engagement Plan places emphasis on a 'quality over quantity' approach to recording engagement, which may account for some of the above reductions in some categories.

- Further guidance has been produced for officers emphasising the importance of effective engagement to aid understanding about community tensions and neighbourhood priorities.
- A new version of the engagement monitoring report has been produced, allowing for a more detailed breakdown of engagement, and a further breakdown of targeted activity. This report gives the Constabulary the confidence and reassurance of knowing that officers are undertaking effective and visible engagement with our communities. The newly established Neighbourhood Policing Improvement Board has responsibility for oversight and scrutiny of this information.

Local Communication Officer update

- The Constabulary keeps communities informed about local policing activity through both online and offline communication, enhancing visibility. This includes using the Constabulary's digital platforms (Twitter, Facebook, Nextdoor, Police Connect) as well as reaching out to local independent publications, town and parish newsletters and community radio.
- Local Communications Officers (LCOs), based in each of the four policing commands, support local policing by sharing information to inform and educate the public about our work relating to all types of crime, priorities, activity, and outcomes at a hyperlocal level - as locally as possible.
- The Constabulary social media channels are two-way platforms. LCOs regularly engage with members of the public through these platforms, responding to direct messages, getting people information they need, passing messages on to officers and signposting people to other agencies where necessary. The team also interact via comments on posts, responding to concerns and providing clarity or more information if content has been misinterpreted. These channels are also an effective operational tool in gaining information from communities about crime, which is passed to the relevant teams to investigate further.
- The Constabulary recognises that not all members of our communities will be reached via digital channels. LCOs will use more traditional methods of communications, such as posters, newsletters, and leaflets to update communities, especially in our more rural areas.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Total calls for service	431,938	411,014	Data not available	5.1%	Not applicable
	999 calls	133,952	117,063	112,391	14.4%	19.2%
	% 999 calls answered within 10 seconds	86.0%	87.7%	Data not available	-1.7p.p	Not applicable
	101 calls	297,986	293,951		1.4%	
	Average time to answer 999 (in seconds)	6	6		0 seconds	
	% Emergencies in Target - County	83.9%	86.9%	88.6%	-3.0p.p	-4.7pp
	% Emergencies in target - Urban	86.0%	88.8%	90.5%	-2.8p.p	-4.5p.p
	% Emergencies in target - Rural	81.7%	84.8%	86.4%	-3.1p.p	-4.7p.p
	Average time to attendance for B1 (HH:MM:SS)	01:37:26	01:05:08	Data not available	49.6%	Not applicable
	Average time to attendance for B2 (HH:MM:SS)	36:33:03	19:36:42		86.4%	
	Average time to attendance for C (HH:MM:SS)	49:23:51	39:24:23	27:56:29	25.4%	76.8%
	Average time to attendance for Diary apps (HH:MM:SS)	104:13:42	86:01:27	61:46:32	21.2%	68.7%
	% calls addressed through phone resolution	0.3%	0.4%	0.5%	-0.1p.p	-0.2p.p

Table 9: Call Handling and Emergency Response

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- 999 call demand continues to rise and is 14.4% higher than the previous 12-month period. This rise continues to put downward pressure on the average time to answer calls and attendance times.
- The last 12-month 999 Service Level Agreement (SLA) performance is 1.7% lower than the previous 12 months. This is due to a number of factors including the removal of national Covid restrictions in February 2022, which saw a spike in staff sickness absence that lasted for many months, a reduced FTE due to limited recruitment during Covid, an increase in demand, and significant consultation with the workforce to re-structure work arrangements i.e., shift pattern changes. Whilst these factors impacted on performance over the last 12 months, their impact is no longer felt in 2023 and the Contact and Control Room (CCR) has delivered its 90%+ Service Level Agreement on 999 calls for five of the last six months (Jan-Jun 2023).
- The SLA dropped to 88.9% in June 2023. This was the busiest month on record with 14,865 999 calls received compared to 11,760 999 calls received in June 2022.
- An analysis of pre-Covid (2019) data and 2022 data provides an insight to the call categories with the largest increases: Concern for Safety, Domestic Crime, Collapse/Illness/Injury and Missing Persons. These call types can often relate to high-risk incidents and as such call times tend to be longer, with multiple police units often required in the deployment phase. The time taken to finalise these incidents can often be lengthy.
- The annual increase in 999 demand is a long-term trend across all police forces, with the long-term average increase in demand for Norfolk running at 19.2%.

- 101 call demand has shown a modest increase of 1.4% over the last 12 months and we continue to see growth across all on-line reporting channels.

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

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

April 2023

- County Lines campaign – update on securing more than 300 years of prison sentences for drug dealers – news release shared with media, content on social media and adverts in Chantry Place.
- Operation Saba – County Lines policing operation led by British Transport Police (BTP).
- Operation Impact – additional patrols in the night-time economy over the Easter weekend.
- Operation Close Pass – a campaign to educate drivers about vulnerable road users by plain clothes officers cycling on roads to identify drivers who do not allow enough room when overtaking.
- Roads and Armed Policing Unit action day in Kings Lynn – 50 offences identified during multi-agency action day targeting criminals using the road network.
- National Police Chiefs Council (NPCC) Two Wheel campaign between 17th and 23rd April – officers working to highlight motorcycle and bicycle safety.
- Roads and Armed Policing Unit action day in Thetford – 30 vehicles stopped during multi-agency action day.
- National Cyber Security Centre – awareness raising for local businesses at risk of cyber crime.

May 2023

- Free the unseen – modern day slavery awareness video shared on social media.
- Global Road Safety Week (15th to 21st May) – awareness raising of the Fatal Four behaviours.
- Operation Sceptre (15th and 21st May) – a national week of action to address knife crime. Four arrests made, schools visits carried out and knives handed in at police stations.
- The Big Help Out – National event held to mark His Majesty the King's Coronation, celebrating the work of volunteers. Used as an opportunity to promote Police Support Volunteers.
- Safety messages shared ahead of His Majesty's King's Coronation weekend celebrations.

June 2023

- Local promotion of national Courier Fraud campaign led by City of London Police.
- NPCC seatbelt campaign (12th to 25th June) – raising awareness of the dangers of not wearing a seatbelt.
- Sandi the Starfish child tagging campaign – Hunstanton and Heacham. Launched in conjunction with partners including RNLI and Kings Lynn and West Norfolk Borough Council.
- NPCC Response Policing Week – work of Response Police 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 countywide public perceptions survey as well as an update on the formal complaints process.

Public Perceptions Survey

Overview

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

Delivering Effective Neighbourhood Policing

Overview

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

Delivering Accessibility through Active and Focused Engagement in our Communities

Overview

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

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

Overview

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

Active Promotion of National and Local Campaigns across the County

Overview

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

END.

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

ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – October 2023

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

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

RECOMMENDATION:

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

An overview for each section is provided in Appendix A

PILLAR 1 SUSTAIN NORFOLK CONSTABULARY

(1) Maintaining an Effective and Efficient Policing Service

This report is the summary forecast position as at 30th June 2023. The total Group Revenue Budget is forecast to overspend by £1.158m (0.58% of net revenue budget).

The high-level summary is as follows:

	Budget 2023/24 £000	Forecast £000	Over(-)/Under spend £000 %	
Officer of the Police and Crime Commissioner	1,266	1,184	82	6.48%
PCC Commissioning (net)	1,324	1,324	0	0.03%
Chief Constable Operational Spending	210,494	211,734	(1,240)	(0.59%)
Transfer from Reserves	(2,522)	(2,522)	0	0.00%
Chief Constable Operational Spending (net)	207,972	209,212	(1,240)	(0.60%)
Capital Financing	6,989	6,989	0	0.00%
Transfer from reserves	(987)	(987)	0	0.00%
Capital Financing (net)	6,002	6,002	0	0.00%
Contribution to Reserves	150	150	0	0.00%
Specific Home Office Grants	(16,860)	(16,860)	0	0.00%
Total	199,854	201,012	(1,158)	(0.58%)

Table 1: High-level summary of the Group Revenue Budget as at 30th June 2023.

- The Constabulary Revenue Budget forecast outturn is an overspend of £1.240m (0.59% of budget) at the year-end. The constabulary is taking steps to reduce this forecast overspend during the remainder of the year by looking at vacancy management, controlling discretionary spending and increasing income streams where possible. The main variances are explained below and provided in the following table:

	Budget 2023/24 £000	Outturn £000	Over(-) / Under spend £000
Pay Related Costs	172,729	174,070	(1,342)
Other Employee Costs	1,997	2,175	(178)
Property Related Costs	18,295	18,609	(314)
Transport	3,739	3,707	32
Supplies and Services	16,774	17,132	(358)
Third party payments	3,889	3,895	(6)
Corporate	1,044	1,044	0
Income	(7,972)	(8,897)	925
Total	210,494	211,734	(1,240)

Table 2: The Constabulary's revenue budget as at 30th June 2023.

- 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 2023/24 £m	Forecast 2023/24 £m	Variance £m
Slippage from 2022/23	2.780		
Table A – schemes approved for immediate start 1 April 2023	3.963		
Total Capital Programme	6.743	6.743	-
Table B – schemes requiring a business case or further report to PCC(s) for approval	7.982		
Total	14.725		

Table 3: Capital Budget and Forecast expenditure.

- The current total approved Capital Programme is £6.743m including slippage from 2022/23 of £3.963m. There are two significant projects contained in Table B in respect of refurbishment of Bethel Street Police Station plus additional work at Hethersett Old Hall Professional Development Centre. The final amounts will be confirmed once tender processes are completed and reported to the PCC.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Sustain Norfolk Constabulary	Establishment for Police Officers	1,811	1,811	1,627	0.0%	11.3%
	Police officer strength	1,828	1,796	1,676	1.8%	9.1%
	Establishment for Staff	1,378	1,356	1,250	1.6%	10.2%
	Staff strength	1,300	1,289	1,214	0.9%	7.1%
	% hours lost to sickness for Police Officers	4.1%	5.6%	4.9%	-1.5p.p	-0.8p.p
	% hours lost to sickness for Staff	4.4%	5.5%	5.0%	-1.1p.p	-0.6p.p

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- Police Officer strength at the end of June 2023 was 1828.
- By the end of June 2023, three transferees had been appointed since the beginning of the 2023/24 financial year.
- As of 30th June 2023, a total of 16 Student Officers had been recruited under Policing Education Qualifications Framework (PEQF) since the start of the financial year.
- Sickness absence for police officers in the last 12 months has been lower than the previous 12 months and is 0.8 percentage points below the long-term average.
- Sickness absence for police staff in the last 12 months has also been lower than the previous 12 months and is 0.6 percentage points below the long-term average.
- A report outlining the wellbeing support services that are provided for officers and staff will be submitted to the Police & Crime Commissioner for his Strategic Governance Board meeting on 3rd October 2023.

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

ICT/Digital Update

- The new Norfolk and Suffolk Constabularies joint ICT strategy was formally launched at the end of June. The strategy focuses on the core architecture, strategic principles, deliverables, and metrics to ensure the future national and regional digital needs of both forces are met.
- Norfolk and Suffolk have now rolled-out the Intune Mobile Data Management (MDM) solution, enabling the ceasing of the expensive BlackBerry mobile contract.
- Significant work continues on the ICT refresh programmes, with a number of key ICT End of Life (EOL) pieces of work that need to be completed this year.
- Work has begun to deliver a new backup solution with good progress being made to deliver it by Q4 2023.
- A new Domestic Abuse Investigation module is now live on OPTIK (an integrated mobile solution for frontline officers), improving the constabularies'

approach to recording and investigating domestic abuse and supporting victims.

- OPTIK now has live integration with the International Law Enforcement Alerts Platform allowing officers to access limited INTERPOL data. We are one of the first forces to introduce this as part of the Home Office programme.
- Our in-house mobile applications have had enhancements to support the process in obtaining digital evidence from victim's mobile phones, and the support provided to the victims involved. In addition, an overhaul of the Abnormal Loads in-house developed system has gone live ahead of the increased commercial traffic expected across the region for Sizewell C.
- On the national and regional delivery side of ICT solutions, our teams have been heavily involved in 5-Force Digital Asset Management System (DAMS) to store, analyse and index digital media from a single repository, i.e. CCTV, Body Worn Video, Smartphones, digital interviews, dashcams etc, which is still on track for Q4 2023 go live.
- Athena (the 9-force crime management system) have confirmed a revised go-live date of Q1 2024 for the new Digital Case File (DCF) release.
- There is a four-month delay to the start of UAT4 for the 7-Force Wet Digital Case Management solution (Nimbus). We currently await a new go live date following this delay.
- Single Online Home (SOH) is the national online service for the public and partners to access police related services and information. In April 2023 the Constabulary started offering SOH reporting services for violence against women and girls related offences. Good progress is being made to migrate the external Norfolk Constabulary website to SOH, with a beta version of the new website planned to go-live in August 2023. The SOH website will replace our existing external website in early November 2023. This will provide members of the public and partners access to a full range of nationally consistent online services. In September 2023 SOH data integration will start to be used which will see data from volume crime related reports being automatically 'pushed' into our back-office systems, resulting in time saving efficiencies and process improvements.

Fleet Update

- An Electric Vehicle and Infrastructure consultancy tender will shortly be circulated to potential bidders. The consultancy will help Norfolk Constabulary determine their electric vehicle and infrastructure roadmap to meet the Governments emission targets.
- New Peugeot 308 automatic response vehicles will start to be rolled out across the County Policing Command from September 2023. This follows new vehicle supply issues outside of Constabulary control, including long delivery lead-in times from suppliers.
- Work is almost complete for a new telematics contract from October 2023. Telematics data is proactively used to monitor driver behaviour and reduce road risk.
- New Volvo V90 response vehicles for dog units will be rolled-out from September 2023. These vehicles replace Ford Mondeos and will supplement the fleet of Skoda Superbs that are already in use.

- Issues continue to be experienced with the supply of vehicle components. Meetings with manufacturers and suppliers are being held and alternative supply options are being considered.

(4) Achieving Best Value from Police and OPCC funding

- Norfolk Constabulary was subject to a Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection by His Majesty's Inspector of Constabulary and Fire & Rescue Services (HMICFRS) in 2022. The PEEL inspection is a process of continuous assessment. The continual assessment model enables HMICFRS to gain a broader and more comprehensive understanding of force performance.
- HMICFRS published their findings report in October 2022. The Constabulary received the following gradings:

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		

- Through our PEEL assessment, HMICFRS set the Constabulary eleven 'Areas for Improvement' (AFIs). The progress being made against each AFI is monitored through a monthly meeting chaired by the Deputy Chief Constable. HMICFRS will re-inspect these AFIs as part of the 2023 – 2025 assessment process.
- In May 2023, HMICFRS published their findings report following their inspection of the eastern regional response to Serious and Organised Crime (SOC), which forms part of the PEEL assessment process. The framework for this inspection assesses how well forces respond to SOC, both regionally and locally. The Constabulary was pleased to see the Eastern Region Special Operations Unit (ERSOU), which is made up of officers from across the region including Norfolk receive a 'Good' grading. This was the highest grading awarded to any Regional Organised Crime Unit in the round of inspections.
- At a local level, Norfolk Constabulary received a 'Requires Improvement' grading, with four Areas for Improvement. Since the inspection, we have made significant progress towards addressing these AFIs.
- It is important to note that during the period under inspection, the Constabulary's greatest local SOC priority was tackling gang and county line violence, which we know impacts significantly on our local communities. Our considerable work tackling county lines, alongside colleagues from Children's Services, schools, and voluntary sector colleagues, accounted for a significant

number of our SOC disruptions but this activity was not included within the scope of the HMICFRS inspection, meaning that the work of our dedicated County Lines Team which has secured more than 300 years in prison sentences for those responsible for dealing drugs was not considered.

- We anticipate that the field inspection stage of our next PEEL assessment will take place in April 2024, with our final report likely to be published in August 2024. This is however subject to change, and we await our formal notification letter from HMICFRS which will confirm the dates of our inspection activity.
- During this reporting period we have continued to progress recommendations from national thematic reports that are allocated to all forces in England and Wales. In this period HMICFRS have published two new thematic reports - 'An inspection of how well the police and National Crime Agency tackle the online sexual abuse and exploitation of children' and 'Values and Culture in the Fire and Rescue Service', which included one recommendation for policing. Section 55 of the Police Act 1996 responses to the recommendations made in these reports have been published on the Office of the Police and Crime Commissioners website.

(5) Delivering an Effective Estate Management Strategy

Update on Key Estates Projects:

- Norwich City Police Station refurbishment – The Police and Crime Commissioner has now approved the award of the refurbishment tender to MJS Projects Ltd. Works will start on site in September 2023.
- New North Norwich / South Broadland police station – Under Review. The availability of sites is being explored for the location of a future new response police station, subject to future funding settlements.
- 2024/25: Great Yarmouth & Gorleston – Under Review. Future operational needs of the area are under review and the impact of the Great Yarmouth third river crossing will be assessed after opening in autumn 2023, also subject to future funding settlements.

Emergency Services Collaboration on Estates

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

Property Disposal

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

Carbon Reduction

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

(6) 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 includes a toolkit for supervisors to identify and overcome common difficulties during the investigation process. Continuous development of the toolkit has taken place over the last few months and a new release is planned for October 2023. The success of the Op Discovery pilot led to a county wide rollout of the initiative from April 2023. As a result of this new approach investigations are being completed in a timelier manner, with a greater rate of positive outcomes (crime detections) being achieved. Operation Discovery has contributed significantly towards the Constabulary achieving the highest positive outcome rate in the country in the reporting period. A team has been set up to monitor and track the ongoing benefits of the Op Discovery pilot before moving to business as usual.
- 'Rapid Video Response' (RVR) – RVR is a pilot to consider the use of video meetings to take crime complaints. The caller is given the option to talk to a police officer by video appointment at a time and day most suitable to them. The pilot was launched in October 2022. Since its inception over 1300 appointments have been completed by video. User satisfaction with the service remains high, with users of the service scoring it 4.8 out of 5. Eight out of ten people using the service have indicated that they would use it again if they had to report a similar matter. The RVR team has been recognised as a regional winner at a recent Policing Violence Against Women and Girls awards event. A decision was made in the summer of 2023 to extend the RVR pilot. This will allow for 12 months of data to be collected to conduct a thorough evaluation of the project. The evaluation will take place in early 2024.
- 'Right Care Right Person' (RCRP) - RCRP is a national initiative aimed at ensuring that the most appropriate agency deals with health-related incidents. Often the police are not the most appropriate agency, and Right Care Right Person, through the National Partnership Agreement between police, health, and social care, is looking to change this situation. Norfolk Constabulary is working with partners to prepare for this change. This is being done through regular consultation, sharing data and the set-up of Task and Finish groups.

The initiative aims to get policing back to delivering its core duty of investigating and tackling crime.

(7) Continued Collaboration with Other Blue Light Services

Overview – section to be updated by OPCC

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

Appendix A - Overviews for each section of Pillar 1

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

Overview

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

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

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

Overview

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

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

(5) Delivering an Effective Estate Management Strategy

Overview

The Constabulary will provide an update on:

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

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

(6) Designing Policing Services to 2030 and Beyond

Overview

- Following on from the successful Norfolk 2020 Programme, the Constabulary Horizons Team was established to build a scalable, adaptable policing model capable of delivering the best service with the available resource and budget.
- The team as part of their 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 2023

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

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

RECOMMENDATION:

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

An overview of each pillar is provided in appendix A

PILLAR 3: TACKLING CRIME

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Domestic abuse crimes	12,297	14,058	13,563	-12.5%	-9.3%
	Solved	1,401	1,380	1,321	1.5%	6.1%
	- % solved	11.4%	9.8%	9.8%	1.6p.p	1.6p.p
	Charged	1,130	1,168	1,097	-3.3%	3.0%
	- % charged	9.2%	8.3%	8.1%	0.9p.p	1.1p.p
	% where victim not ready to engage	63.0%	58.3%	60.0%	4.7p.p	3.0p.p
	% where investigation not possible	0.8%	0.7%	0.7%	0.1p.p	0.1p.p
	% of all crime	18.9%	20.3%	18.5%	-1.4p.p	0.4p.p
	Arrest rate	31.9%	27.6%	26.5%	4.3p.p	5.4p.p
	Rape and Serious Sexual offences	2,605	2,665	2,424	-2.3%	7.5%
	Solved	234	167	172	40.1%	36.0%
	- % solved	9.0%	6.3%	7.1%	2.7p.p	1.9p.p
	Charged	196	146	152	34.2%	28.9%
	- % charged	7.5%	5.5%	6.3%	2.0p.p	1.2p.p

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- Volumes of domestic abuse have decreased in the last 12 months compared to the previous 12 months (-12.5%) and decreased when compared with the long-term average (-9.3%). This reduction is believed to be consistent with the national picture. The Office on National Statistics (ONS) has reported that in the year ending March 2022, national levels of domestic abuse had decreased, returning to a similar number as seen before the Coronavirus pandemic¹.
- The rate and number of solved domestic abuse crimes has increased since the previous 12 months and long-term average and is now at 11.4%. We ascribe this to the continual improvement programme we have been undergoing under the Domestic Abuse Delivery Group (DADG).
- Volumes of Rape and Serious Sexual offences have reduced compared to the previous 12 months but are still higher than the long-term average. Volumes of Rape and Serious Sexual offences in the last 12 months decreased 2.3% (a decrease of 60 crimes) since the previous 12 months.
- Solved rates and Charge rates of Rape and Serious Sexual offences have seen an increase since the previous 12 months and long-term average. The solved rate has also increased slightly since the previous reporting period (from 7.5% to 9.0%). Again, we ascribe this increase to our ongoing continuous improvement work.

¹ [Domestic abuse in England and Wales overview - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/domesticabuse)

Ongoing workstreams linked to VAWG Strategy:

- Work continues to embed the national Operation Soteria principles into Rape & Serious Sexual Offence (RaSSO) investigations. The Constabulary is confident it is on track to be compliant with the new National Operating Model (which is based on learning from Op Soteria) which was recently announced by the Home Secretary.
- The Operation Engage pilot team is now well established. This team of specially trained and experienced officers is deployed to gather evidence from victims who find it particularly hard to speak to police about RaSSO cases. The pilot is showing encouraging signs of reducing cases lost due to a lack of evidence from victims.
- Working with the Office of the Police and Crime Commissioner for Norfolk and a local charity, the Constabulary has developed a program to capture the voice of victims of serious sexual offences in a way that can be fed-back to officers to promote improvements in practice.
- Police are continuing to work with the Crown Prosecution Service (CPS) to submit files for early investigative advice. This ensures that investigations are appropriately focussed on the actions of the suspect and minimising intrusion into victims' lives, however, maintaining numbers will be a challenge in the face of increasing summer demand.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Serious & organised crime disruptions (Disruptions against Tactical Vulnerabilities/Priority Individuals included)	206	164	Data not available	25.6%	Not applicable
	Serious & organised crime disruptions (Disruptions recorded against scored OCGs only)	89	99		-10.1%	

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023. The date range for Previous 12 months was 01/07/2021 – 30/06/2022.

Area	Indicator	July 2023 only	Last 12 months
Tackling crime	Live Serious and organised crime threats by Crime Type	Number of Tactical Vulnerabilities/ Priority Individuals and OCGs	Number of current Tactical Vulnerabilities/ Priority Individuals and OCGs where Disruptions were recorded in the last 12 months
	DRUGS	11	7
	MODERN SLAVERY AND HUMAN TRAFFICKING	3	3
	ACQUISITIVE CRIME	2	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	1	1
	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	10	6
	MODERN SLAVERY AND HUMAN TRAFFICKING	3	3
	ACQUISITIVE CRIME	2	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	0	0

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

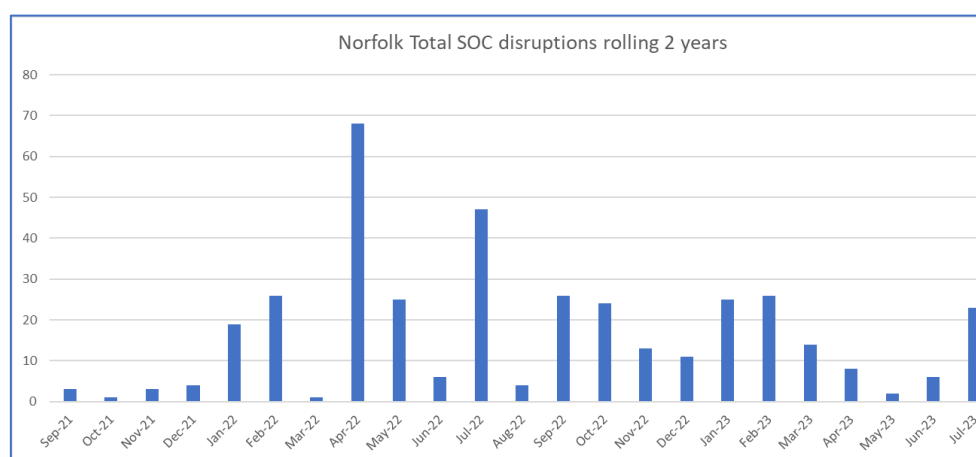


Table 13: Norfolk SOC disruptions for the period 01/09/2021 – 31/07/2023

Serious & Organised Crime (SOC) update

- Whilst the number of SOC disruptions fluctuates each month, there has been a clear increased since 2021. The predominant primary crime-type remains drugs, however poly-criminality is identified in most Organised Crime Group (OCG) investigations, and the reporting period has seen some innovative work and good results in the Modern Slavery and Human Trafficking space, and in tackling Youth Violence and Criminal Exploitation.
- Notable results include:
 - Seven OCG members responsible for Cocaine and Cannabis supply across Norfolk and Suffolk sentenced to a total of over 59 years imprisonment.
 - Imprisonment of seven members of an OCG with three of these receiving sentences of over 10 years as part of a proactive policing operation involving the importation and exportation of Class A drugs.

- Confiscation under Proceeds of Crime Act - Principal nominal in an OCG ordered to pay £88,000 immediately with a total liability of over £1m.
- Multi-agency safeguarding visit was undertaken on an OCG that was suspected of labour exploiting. Seven foreign nationals along with an OCG member were found within the property. OCG member was arrested for modern slavery offences and has been bailed pending further investigation, The seven foreign nationals were all safeguarded and referred into the National Referral Mechanism.

Fraud Investigation update

- The Constabulary continues to scope the implementation of a Fraud Assessment Unit to provide investigative support for serious and complex fraud offences, and to triage and advise on volume fraud offences.
- The Fraud Investigation Model (FIM) continues to embed, improving outcomes for victims.
- The Constabulary's response to High Harm Fraud is victim focussed, with all who consent receiving support from the National Economic Crime Victim Care Unit (NECVCU) service. Victims identified as vulnerable receive additional support through NECVCU Level 2 enhanced support service.
- A national police campaign regarding courier fraud is supported by the Constabulary under Operation Radium. This involves treating courier fraud reports as a priority with a dedicated planned response, co-ordinated media strategy, agreed Banking Protocol and regional working to identify offenders.
- A national courier fraud operation, Operation Duper, involving an intensification period was supported in May.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	29	14	Data not available	107.1%	Not applicable
	Possession with intent to supply - arrests	280	267	334	4.9%	-16.2%
	Concerned in supply of controlled drugs - arrests	316	300	393	5.3%	-19.6%

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- There were 27 identified County Lines operating in Norfolk in June 2023. Whilst this number fluctuates slightly from week to week, it is relatively stable, averaging just under 27 for the past six months.
- There is regular targeted enforcement activity against County Lines, which is prioritised according to a risk assessment of each line. A Tier 1 or Tier 2 status is assigned accordingly. This is based on factors such as intelligence that a line is using children in its operating model.

- The total number of County Lines is not therefore the same 20+ lines, but an evolving picture of new subjects or crime groups seeking to fill a supply gap; a reflection of that enforcement work evidenced by 29-line closures in the last 12 months.
- There has been a significant decrease in the number of active County Lines in Norfolk since November 2019, currently around 66% lower. This contrasts with a national rise in County Lines activity nationally year-on-year over the same period.
- To date, 88 lines have been closed and 152 people have been charged in connection with running County Lines in Norfolk.
- Sentencing for those convicted totals over 350 years in custody and cash seizures in excess of £154,000 runs alongside significant and regular recoveries of drug products destined for the streets in Norfolk from people, vehicles and addresses.
- In Norfolk there is a well-established and dynamic model, which centres around applications to retrieve communications data from service providers via the Office for Communications Data (OCDA) and the analysis of the returned data. This is used to direct resources and evidence the coordination of drug supply.
- The Constabulary continues to proactively identify and target County Lines operating in Norfolk, with a clear focus 'upstream' from the local drugs supplier, or runner as they are often referred to, towards those coordinating supply into the county. This is reflected in the continued trend of a reduced number of 'Possession with Intent to Supply (PWITS)' arrests against the long-term average.
- The reduction of the number of arrests for 'Concerned in the Supply of Controlled Drugs' against the long-term average, typically charged by CPS for those controlling lines, is within the context of a reduction in the total number of lines operating in the county. However, totals remain high reflecting the constant need to tackle attempts by lines to maintain their supply.
- There are currently 12 County Lines under investigation in Norfolk, which is likely to lead to further convictions in the second half of 2023.
- Norfolk Constabulary is committed to working closely with partner agencies to support the rehabilitation of drug users and to reduce drug use and associated demand for the product. Work to prevent the exploitation of children and vulnerable adults is pivotal and the County Lines team and Multi Agency Child Exploitation (MACE) team coordinate significant activity to reduce that threat.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Hare coursing incidents	112	195	247	-42.6%	-54.7%
	Farm machinery thefts	22	28	28	-21.4%	-21.4%
	Livestock worrying incidents	9	13	10	-30.8%	-10.0%

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- Hare Coursing – The significant reduction in reports continues to reflect the excellent work by the Constabulary in conjunction with neighbouring forces and partners under the banner of Operation Galileo. The Police Crime Sentencing and Courts Act (2022) introduced the new offence of Going Equipped for Hare Coursing, which will further assist the reduction.
- Farm machinery thefts – The reduction seen in offences is indicative of ongoing work to proactively target offending in the county and provide ongoing crime prevention advice.
- Livestock worrying – This is a seldom reported crime in Norfolk, however work continues to highlight the issue and educate potential offenders. We have adopted a preventative approach with partners including signage and media communications.
- This reporting period has seen several significant engagement events for the Operation Randall team. The highlight of this was the Royal Norfolk Show where the team were in attendance allowing positive interaction with the farming and rural communities and organisations. In conjunction with the CRAG (Community Rural Advisory Group), newsletters, social media, and high visibility presence the team continue to connect with the county's rural residents and businesses.
- We have continued to work in support of the national operation (Operation Walrus) to address the issue of GPS thefts. With links to other plant and machinery thefts, we have identified an Operation Randall team member to coordinate and build the intelligence picture of this offending in the County.
- Operation Swordtail is the Constabulary response to illegal hunting. The Operation Randall team have developed a guide for frontline officers to assist them to identify and deal with offences effectively and efficiently.

Appendix A - Overviews for each section of Pillar 3

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

Overview

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

Building Trust and Confidence

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

Relentless Pursuit of Perpetrators

- The Constabulary is committed to increasing the number of offenders brought to justice for VAWG offences. There has already been considerable effort to improve the training officers receive to improve the evidence-gathering opportunities.
- Acting on feedback from victims, work is ongoing to ensure it is the suspect and not the victim that feels at the centre of the enquiry. Police will look to utilise modern digital techniques as well as ensuring as much corroborative evidence is captured to reduce the reliance on asking the victim to provide all that explanation within their account. This it is hoped then means the victim does not feel responsible in court for having to provide all the information around a case.

Safer Spaces

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

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

Overview

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

- Within Norfolk a considerable amount of disruption work takes place. This update should be read alongside the update on “County Lines” in the below section.

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

Overview

- “County Lines” is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the UK. A dedicated mobile phone number known as a “deal line” is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.
- Since 2019 a dedicated County Lines Team has been working in partnership with exporting forces including the Metropolitan Police Service under Operation Orochi to target those in control of the lines and bring offenders to justice.
- Police continue to support to work under Project ADDER. This is a public health focussed and multiagency response which seeks to address individuals’ addiction through diversion, disruption, and enforcement hoping that it can ultimately lead to their recovery. The intention is that by using traditional police tactics to suppress the supply of narcotics while simultaneously reducing demand, criminal markets can be undermined, and communities protected from the impact of drug trafficking.

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

Overview

- The Constabulary will provide a high-level overview of police and partnership proactive 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 New 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 2023

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

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

RECOMMENDATION:

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

An overview for each pillar is provided in appendix A

PILLAR 4: PREVENT OFFENDING

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

Norfolk Integrated Offender Management (IOM) Scheme update:

- Between the beginning of April and the end of June 2023 there were an average of 141 offenders on the Norfolk IOM scheme. This is an increase from the previous reporting period. Approx two thirds of these were managed by the Norwich office which covers Norwich, Broadland, South Norfolk and Breckland districts.
- 85% of the offenders were male, with the greatest number of them being in the 25-49 age bracket. An average of 46% of the cohort were in custody, with the other 54% being managed in the community. This figure is the same as the last reporting period.
- During this period, 29 people were de-registered from the scheme. Nine of these people had achieved a significant improvement in their criminogenic pathways over their time on the scheme and were assessed to be living a more pro-social life. Nine had reached the end of their statutory period under Probation supervision, two with no immediate concerns of continuing criminality. Four offenders transferred to a different force/probation area and six received a significant sentence following further offending.
- During the same period, of the people managed on the Norfolk IOM scheme within the main cohorts, 27% of them were charged with 165 further offences (Note: the offences may not have been committed during this period).
- There were 35 occasions where it was identified that a member of the cohort had failed to adhere to a licence condition or order, committed a further offence or demonstrating unacceptable levels of risk. In 89% of these cases breach action was taken against the individual, resulting in either a court appearance or a recall to prison.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Section 47 Strategy discussions (Child protection)	1,061	1,535	1,592	-30.9%	-33.4%
	Section 42 Planning discussions (Adult protection)	2,433	2,625	Data not available	-7.3%	Not applicable
	Open Child exploitation cases - High Risk	50	64	66	-21.9%	-24.2%
	Open Child exploitation cases - Medium Risk	297	329	335	-9.7%	-11.3%
	Child Exploitation screenings	660	752	824	-12.2%	-19.9%

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 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- The number of Section 47 Child Protection strategy discussions have decreased significantly during the last twelve-month period. This continues a downward trend and is likely to be linked to a number of factors, including support and advice being provided by Children's Services that reduces the need for a strategy discussion in as many cases.
- Section 42 Adult Protection planning discussions have decreased slightly compared to the previous twelve months, but not by an amount that should be viewed as statistically significant.
- Multi-agency Child Exploitation screening is now a mature process in Norfolk and the past year has seen a continued reduction in the total number of children screened. The number of both high and medium risk open cases has also decreased, suggesting that the intensive multi-agency safeguarding work that takes place in this arena is having a positive impact in reducing risk.

Countywide Community Safety Partnership (CCSP)

In the last quarter Norfolk Constabulary worked with its partners:

- To provide a briefing on the introduction of the new Domestic Abuse Risk Assessment (DARA) tool within policing, and how this works alongside the existing Domestic Abuse Stalking & Harassment (DASH) risk assessment used by partner agencies.
- To disseminate preventative information across the partnership network to combat online fraud.
- To conduct a survey to achieve improved understanding about trends, emerging issues, and potential risks on the horizon from a partnership perspective that could impact upon policing. The results of the survey were incorporated into the Constabulary Force Management Statement.

Norfolk Safeguarding Children Partnership (NSCP)

In the last quarter Norfolk Constabulary worked with partners:

- To fully understand the learning from Child Safeguarding Practice Reviews by engaging in a Leadership Exchange & Learning Event dedicated to the subject, along with senior leaders from across the county.
- To review and refresh the partnership priorities for 2023/24.
- To deliver a presentation to the Educate Norfolk Leadership Event on 21st June on the subject of Child Exploitation. This helped to refresh knowledge of the countywide Multi Agency Child Exploitation (MACE) procedures, as well as providing an opportunity to obtain feedback from senior leaders in education as to how processes are working in practice.

Norfolk Safeguarding Adults Board (NSAB)

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

- Assist in production of the NSAB's annual report.
- To promote the launch of the NSAB's 'Hidden Harms' animation designed to raise awareness of how domestic abuse affects older people and how to access support.
- To deliver a series of webinars covering Romance Fraud, the Mental Capacity Act and Lasting Power of Attorney, and Financial Abuse.

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

Area	Indicator	Since inception (Sept 21)
Prevent offending	Perpetrators on DAPPA	111
	Perpetrators referred to Change	317
	Referrals made into DAPPA	14
	Meetings held	300
	Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	34

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 30/06/2023.

Perpetrators on DAPPA – This includes live DAPPA / closed to DAPPA / placed onto monitoring nominals. Perpetrators referred to change includes those through DAPPA and DAST (Domestic Abuse Safeguarding Team).

- The numbers of new referrals to the Domestic Abuse Perpetrator Partnership Approach (DAPPA) have remained consistent on a month-to-month basis.
- The number of open cases and multi-agency meetings have also remained consistent this period.
- Perpetrator referrals to Change are now higher than in previous reporting periods as all high-risk cases reported to the police are now automatically referred to Change for further triage around suitability.

- The DAPPA team continue to monitor stalking cases and provide guidance to investigating officers on cases where a Stalking Protection Order (SPO) should be considered. The number of Stalking Prevention Orders obtained rose by 100% (from 7 to 14) when DAPPA began delivering this approach and has since risen further to 21 orders.
- A pilot within Safeguarding and Investigations Command with Police Staff Investigators supporting officers to obtain civil orders, including Stalking Prevention Orders, is ongoing, and will be assessed in due course.
- DAPPA staff retention is a continuing issue, with the DAPPA Co-ordinator leaving the team in April 2023 for a permanent post elsewhere. A replacement has been appointed from within the existing team.

PPU update

- The Constabulary Public Protection Unit (PPU) continues to manage registered sex offenders (RSO) in the community in line with national guidelines. At the end of June 2023 there were 1207 such offenders at liberty in Norfolk which was an increase of 25 from June 2022.
- 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 invested additional resources in to PPU to ensure that there are sufficient officers to carry out these visits with suitable frequency.
- As of the end of June, the total number of visits per month had increased to be the highest in 12 months, indicating the value of this investment.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Out of court disposals (All crime)	4.8%	4.1%	4.5%	0.7p.p	0.3 p.p
	Referrals to Diversion schemes (Outcome 22)	0.8%	0.5%	0.7%	0.3p.p	0.1p.p

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

Area	Out of Court Disposal Type	Apr-23	May-23	June-23
Prevent offending	Conditional Caution Completed	85	109	103
	CARA/Red Snapper	7	12	12
	ADDER	31	36	33
	Red Snapper Referrals Premium Hub	35	38	38
	Red Snapper Referrals Standard Hub	43	55	43
	Breaches	7	3	6

Table 19: Breakdown of out of court disposals by type (April, May, and June 2023).

- Since 1st December 2022 the Evidential Review Officer (ERO) decision making process for Out of Court Resolutions (OOCR) has been centralised within the Joint Justice Service Offender Diversion Team (ODT) pilot.
- The pilot was introduced to improve the consistency of the conditions being applied to Conditional Cautions and provide a proportionate approach. The pilot has seen a consistent upward trajectory of referrals for Conditional Cautions (CC) and Community Resolutions (CR), and its success is reflected in positive outcomes, as outlined below.
- Efficiency of the ODT has been under continual evaluation. The approach aims to increase positive outcomes, reduce demand to frontline teams, reduce breaches and recidivism, and provide a holistic approach by referring appropriate cases to the Restorative Justice (RJ) hub to enhance victim experience.
- In May 2023 a six-month extension to the pilot arrangements was granted until November 2023. The continuation of the pilot will provide for an improved data set, allowing a more comprehensive evaluation of the model, the ongoing provision of diversionary courses and consideration as to how the use of OOCR could further develop in the future.
- Data for OOCR as a percentage of all positive outcomes averages 25.52% over the two-year period since introduction of the tier-two approach. At its highest rate it sat at 31.75%. At commencement of the pilot in December 2022, the figure was 27.75%, averaging 30% between April and June 2023.
- When considering OOCR as a percentage of all reported crime, the proportion disposed as Out of Court averages at 3.82% over the 2-year period. At its highest rate OOCR resolved 5.32%. During the pilot, figures have increased from 4.53% in December 2022 to 5.22% in June 2023.
- Throughput for ODT has remained consistent throughout the pilot. The only significant decline in referrals for Conditional Cautions was noted in April 2023, which correlated with a fall in recorded crime along with a backlog of older workload cases being cleared in previous months.
- Norfolk Constabulary are in a strong position to implement the upcoming change to two tier + (expected within the next 12 months) as the current two tier system is now firmly embedded and has been complimented by the introduction of ODT for centralised decision-making on OOCR brought about by the ERO pilot.
- There has been a notable increase in referrals for Community Resolution. Of the 186 Community Resolutions referred in June, 41 received onward referral to Red Snapper, a scheme which delivers diversionary courses. The courses are an effective tool to address low level offending behaviours, and this will mirror the incoming process for the new “community caution.” Training in readiness for the new legislation is being developed by College of Policing and will be delivered to officers by the ODT and Op Investigate team in early 2024.

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

Area	Indicator	Last 12 months
Prevent offending	Juveniles referred to Out of court disposal panel	301
	Juvenile outcomes from Out of court disposal panel:	
	Returned to Police	3
	Children's services	22
	Other services	10
	Community Resolution	9
	Challenge 4 Change	196
	Youth Caution	12
	Youth Conditional Caution	11
	Other outcomes	39

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023.

- The number of young people aged between 10-17 years entering the Criminal Justice System has continued to fall when reviewing data supplied by the Norfolk Youth Justice Board. The latest Norfolk figure of 122 per 100,000 is lower than the Eastern Region (131) and lower than the average for all England and Wales (142).
- An established Out of Court Disposal Panel has been developed. It has been a key factor in securing the reduction in First Time Entrants (FTE) to the Criminal Justice System.
- Between 1st July 2022 and 30th June 2023, 301 young people who were referred to the Norfolk Youth Justice Service (NYJS) by the police were triaged to the NYJS Outcome Panel. 196 received a Challenge 4 Change (C4C) diversion outcome and 9 received a Community Resolution.
- NYJS and Police are working with partners to ensure young people from ethnic minorities are not discriminated against and criminalised disproportionately. This includes looking at an additional pathway for young people, including those that may be distrusting the police, to receive diversion input even if they have not accepted responsibility for the offence.

Appendix A - Overviews for each section of Pillar 4

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

Overview

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

The IOM Scheme

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

circumstances the team will work together with the Probation Service to ensure that enforcement decisions are considered swiftly and appropriately.

Work in Partnership to Safeguard Vulnerable Adults and Children

Overview

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

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

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

- Public Protection Unit (PPU) – Oversees the risks and management plans around registered sex offenders. The team’s objective is to prevent re-offending and safeguard the public. In a response to the national increase in the numbers of offenders having to be managed (due to an increase in successful prosecutions) the PPU develops plans around specific areas of concern such as on-line offending. Reoffending rates remain low.
- Domestic Abuse Perpetrator Partnership Approach (DAPPA) - DAPPA aims to create effective multi-agency risk management plans around domestic violence offenders. The scheme was operational from September 2021 and has a dedicated budget to implement bespoke individual behavioural change programmes to reduce the risk of a person reoffending.

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

Overview

- The Norfolk Constabulary Managing Offenders Subgroup scrutinises the management of those responsible for offending across the county, ensuring crimes are detected, appropriate outcomes for victims are secured and offenders are diverted to prevent future offending. It reports on data for 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 ahead of legislation changes expected in Summer 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.
- The government is introducing legislation to reduce the number of Out of Court Disposals to just two options (conditional caution and community resolution). In advance of this legislative change, the Constabulary has implemented a two-tier system. To recap:
 - **A community resolution** - is used for low level matters where the offender accepts responsibility and where it is likely the victim has agreed that they do not want a more formal outcome. It is believed that by

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

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

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

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

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 2023

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

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

RECOMMENDATION:

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

An overview of each section is provided in appendix A

PILLAR 5: SUPPORTING VICTIMS

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

Area	Indicator	Last 12 months	Previous 12 months	difference to previous 12 months
Supporting victims	Receipt of Victim Information Letter being sent when crime was reported	21.7%	4.6%	17.1p.p
	Recording of Needs Assessment	82.4%	36.7%	45.7p.p
	Offer of Referral to Victim Support Service	46.8%	52.3%	-5.5p.p
	Provision of information about the Investigation and Prosecution	61.0%	55.7%	5.3p.p
	Offer of a Victim Personal Statement	6.4%	6.1%	0.3p.p
	Making of a Victim Personal Statement	4.0%	0.4%	3.6p.p
	Provision of information about the Trial, Trial Process & your role as a Witness	66.4%	68.4%	-2.0p.p
	Provision of Information about the Outcome of the Case and any Appeals	83.4%	68.1%	15.3p.p
	Number of Complaints received that VCOP rights hadn't been met	2	N/A	N/A

Table 21: Victims Code of Practice data, taken from VCOP dashboard. The date range for the Last 12 months is 01/07/2022 – 30/06/2023. The date range for the Previous 12 months is 01/07/2021 – 30/06/2022.

- Development of the Victims Code of Practice (VCOP) dashboard is now complete. The dashboard is being used across the organisation to review each VCOP Right. This allows for more accurate reporting and scrutiny over our delivery of the VCOP Rights for crime victims.
- Our review and scrutiny processes are in line with the priorities of the Victim Sub-Group, and have been agreed with the OPCC, incorporating scrutiny of written acknowledgment, Victim Personal Statements and key updates provided to victims.
- Now that the VCOP dashboard is fully developed, the data provided in Table 21 for the last 12 months has been extracted entirely from this source. Previous reports submitted to the Police and Crime Commissioner's Accountability Meeting have included data from a combination of sources, including the VCOP dashboard, the outcome of audits undertaken by Inspectors and dip-sampling carried-out by the Victim and Witness Service. This should be taken into account when comparing data from the last 12 months against the previous 12 months.
- We are working with partners, including the Norfolk and Suffolk Victim Care Service, to identify repeat victims and minimise those occurrences.
- Further partnership work is ongoing to explore the opportunities that exist for improving end-to-end support for victims through the criminal justice process. The Crown Prosecution Service, His Majesty's Courts and Tribunal Service, and the Probation Service are all engaged in this work, which includes

reviewing complaints and case studies of inadequate service to identify causes for concern and patterns, along with solutions and concepts to drive improvement.

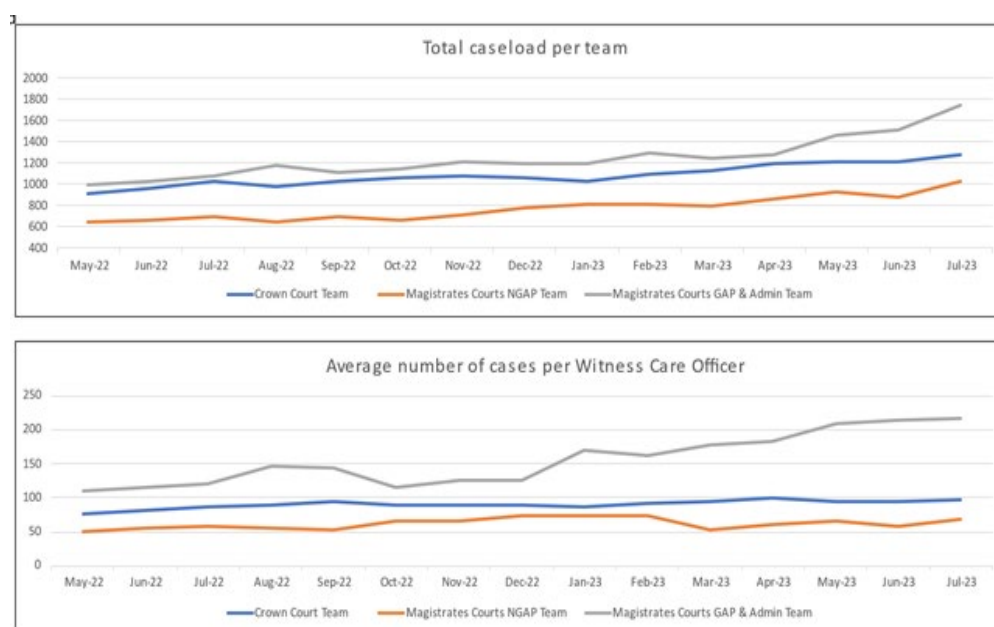
- Norfolk and Suffolk Victim Care have funded and employed an Engagement and Training Officer who will work closely with the Constabulary to identify areas for improvement for victim service delivery, which will help to further enhance VCOP compliance.

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

- In the reporting period the Operation Investigate team have continued to support the Constabulary's County Policing Command (CPC) development training days for frontline officers. Training is delivered by the team with the objective of ensuring investigations are victim focused and evidence led, to improve outcomes and victim satisfaction. Training in this quarter has also continued to focus on the use of Civil Orders when seeking positive outcomes to obtain justice for victims.
- The Operation Investigate team have also continued to support the professional development of wider policing teams, with the aim of improving victim satisfaction. Supervisors who are new to managing crime are able to access the team for one-to-one or small group support sessions, particularly if their most recent role was not an investigative one.
- The Operation Investigate team have also developed a training package which provides guidance to Police Staff Supervisors, Police Sergeants, and Inspectors to improve supervision of crime and the investigation of missing vulnerable young persons. This training was delivered to over 200 supervisors across the Constabulary and was very well received by course attendees.
- Countywide peer reviews and investigative audits are regularly carried out to support continuous investigation improvement at supervisory level.
- The Operation Converter team is now fully established. The team have significantly increased satisfaction for victims by obtaining over 300 positive outcomes of crimes which have been taken into consideration by offenders at sentencing. This process has provided reassurance to victims of crime that the offender has been dealt with for their crime, and that the police have taken every opportunity to achieve a positive outcome for the crime. The process also benefits the individual responsible for the offence, allowing for greater rehabilitation opportunities and a fresh start following release from prison.

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

- The workload of the Victim & Witness Service (VAWS) Care Team continues to increase:



- Trials continue to be delayed or rescheduled at short notice in both the Crown Court and Magistrates Courts. This creates extra work for the team having to rearrange attendance and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk and are mirrored nationally.
- Trials are being scheduled into late 2024 which has a direct impact on victims and witnesses and managing their expectations.
- The VAWS team are currently working with 12 additional temporary posts to ensure the best service can be provided to Victims and Witnesses. Funding for these posts will continue into 2024/25.
- The Special Measures Advisor (SMA) recruited in October 2022 has had a huge impact in ensuring vulnerable victims are supported through the court process. The role was introduced to quality check Special Measures applications within Norfolk and to have direct contact with victims to explain what special measures are available to them so that they can give their best possible evidence at court. This was a national pilot and the recommendations from this have recently been released, with the main recommendation being the permanent recruitment of this role for all police forces. Norfolk currently has SMA funding until 2024 and is seeking to make this a permanent role.

(6)Safeguarding vulnerable victims of ASB and crime

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Supporting victims	High Risk ASB - County	4	17	8	-76.5%	-50.0%
	Domestic abuse crimes - Risk assessment: High	263	358	311	-26.5%	-15.4%
	Domestic abuse crimes - Risk assessment: Medium	6,380	6,616	6,300	-3.6%	1.3%
	Domestic abuse crimes - Risk assessment: Standard	2,048	2,834	2,893	-27.7%	-29.2%
	Domestic abuse incidents - Risk assessment: High	55	86	76	-36.0%	-27.6%
	Domestic abuse incidents - Risk assessment: Medium	2,156	2,037	2,029	5.8%	6.3%
	Domestic abuse incidents - Risk assessment: Standard	3,555	4,033	4,200	-11.9%	-15.4%
	Domestic Violence disclosures (Clare's Law)	949	757	730	25.4%	30.0%
	Child sex offender disclosures	135	105	97	28.6%	39.2%
	SARC - ISVA supported clients	710	877	800	-19.0%	-11.3%
	No. Domestic abuse cases referred to NIDAS	3,556	Data not available	Data not available	Not applicable	Not applicable

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

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- High risk anti-social behaviour (ASB) case discussions are a standing item on the agenda of the monthly Operational Partnership Team (OPT) supervisor meeting, which is chaired by a Community Safety Department Inspector.
- A training programme to ensure that all frontline officers are aware of their responsibilities to implement immediate safeguarding for high risk ASB investigations has now been. This ensures safeguarding is considered at the earliest opportunity to reduce risk.
- The Norfolk Constabulary Legal Services team have also delivered training to frontline Neighbourhood-Patrol officers, Beat Managers and Operational Partnership Teams around application and use of civil ancillary orders, helping to build shared situational awareness about the usefulness of civil orders in addressing crime and ASB, and delivering victim safeguarding. The increase in the use of civil orders during the year is a recognition of the success of this training.
- The Anti-Social Behaviour Case Review process has been redesigned and relaunched across the county, providing victims of persistent antisocial behaviour the right to request a multi-agency review of their case where the threshold is met. This partnership approach is now facilitated through the Office of Police and Crime Commissioner for Norfolk.

- The volume of Domestic Violence Disclosures (DVDs) is increasing, both compared to the previous 12 months and the long-term average. This trend is also seen in Child Sex Offender Disclosures (CSODs). This is likely to be a continuing result of the schemes being made available for application online, as well as increasing awareness of both schemes.
- The number of High and Standard Risk domestic abuse crimes fell markedly against the previous twelve months, and long-term averages. Medium risk domestic abuse crimes also fell, although to a lesser degree. It is difficult to say exactly why this is, but review has shown that cases are being accurately risk assessed at point of contact and so this could be viewed, with cautious optimism, as a positive trend. It is also possible that at least some of the difference relates to changes in recording practice since May.
- The grading system for Medium risk domestic abuse cases, reported upon previously, continues to be an incredibly helpful tool to prioritise safeguarding work within the Medium risk domestic abuse cases. This has allowed for the number of cases awaiting safeguarding support during the first quarter of 2023 to be maintained at a manageable level and for support to be offered within appropriate timescales.
- The number of victims being supported by the Independent Sexual Violence Advisor (ISVA) service was 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.

Appendix A Overviews for each section of the Pillar 5

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

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



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

Deliver High Quality Investigations to Support the Right Outcomes for Victims

Overview

- The Constabulary has a long running investigations improvement plan called “Operation Investigate”.
- The work was first originated in 2018/19 when the Constabulary recognised that with changes in the demography and training of front-line police officers aligned to changes in crime demand had left a knowledge and experience gap that needed to be addressed. 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 data in the table provides a snapshot of the current workloads being managed by WCO’s. Cases are allocated depending on whether, at the first listing in the Magistrates Courts, it is anticipated that the defendant will plead guilty, or not guilty or whether, because of the seriousness of the offence, the case will be heard in the Crown Court.

Safeguarding Vulnerable Victims of Crime and ASB

Overview

- In this section the Constabulary provides an update around its operational safeguarding procedures and practices that protect vulnerable victims.
- The brief is divided into two sections:
 - An overview from the Safeguarding and Investigations Directorate on their work around protecting victims of serious sexual assault and domestic abuse.
 - An update on how the County Policing Command (uniformed response and Neighbourhood Officers) respond to calls around anti-social behaviour and how they are managed.
- The data tables presented give an overview of demand and trend indicators across the various measures. Over time they will allow the Constabulary to monitor the allocation of resources and deploy additional support to areas of emerging or persistent risk.
- 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 Constabulary has created a Civil Orders Working Group to collate knowledge regarding the wide range of orders available to look to guide staff around best practice when advising victims.
- The Sexual Assault Referral Centre (SARC) continues its important work of delivering a service to victims of serious sexual assault from the initial point of contact through potentially to attending court. The service is built around the work of the Independent Sexual Violence Advocates (ISVA). Targeted work has taken place to improve the contact with harder to reach groups working with partners such as the Terrence Higgins Trust and the Norfolk LGBTQ+ Project. The team have also provided training to charities working within the Black Asian Minority Ethnic (BAME) communities.
- The 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 2023

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

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

RECOMMENDATION:

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

An overview of each section is provided in appendix A

PILLAR 6: SAFER AND STRONGER COMMUNITIES

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Killed/Serious Injured collisions	375	411	391	-8.8%	-4.1%
	Vulnerable Killed/Seriously Injured collisions (Cyclists, Motorcyclists, Pedestrians & Horse Riders)	205	204	209	+0.5%	-1.9%

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- There has been a slight decrease in Killed or Seriously Injured collisions (KSIs) when compared to the previous 12 months and long-term average.
- There has been a very small increase in Vulnerable KSIs compared to the previous 12 months, but a decrease when compared to the long-term average.
- In this reporting period there were seven fatal collisions with seven fatalities across Norfolk. This is a reduction from the previous reporting period (01.01.2023 – 31.03.2023) when there were thirteen fatal collisions with fifteen fatalities.
- The Commercial Vehicle Unit (CVU) was introduced in Norfolk on 23rd January 2023, funded by the Safety Camera Partnership. This new unit has already made a positive impact to the proactive police response to commercial vehicle use and improving safety on the roads of Norfolk. This team, with their specialist knowledge and investigative capability, conduct checks and provide education and enforcement on tachograph data, the carriage of dangerous goods and weight and load offences. The CVU also enhances opportunities to disrupt Organised Crime Groups and serious offences committed by those using commercial vehicles, such as Drug Trafficking and Human Trafficking.
- Operation Tramline, which is the use of the national police heavy goods vehicle patrolling on the strategic road network across Norfolk, led by CVU, generated 112 vehicles stopped, 124 offences detected and 129 interventions through the week-long operation in June.

CVU Results April to June 2023:

2023	Vehicles Stopped	TOR's Issued	Offences Detected	Total Fines Issued	Total Prohibitions
April	109	90	102	£19,600	26
May*	22	17	19	£4,900	10
June	198	171	212	£22,900	24
Total	329	278	333	£47,400	60

Table 24: Fatal 4 – Commercial Vehicle Unit data 1st April – 30th June 2023

*14 days CVU lost due to training and deployments to OP ORB in London and Ride London cycle race.

- Norfolk Constabulary, in conjunction with key road safety partners, is continuing to deliver road safety education to young people with 'blind spot' events, advising vulnerable road user groups of the dangers presented by larger vehicles. In addition, the force continues to run Operation Close Pass, which is a road safety initiative working to educate drivers and vulnerable road users to help everyone stay safer on Norfolk's roads. Patrolling on cycles, police officers look out for motorists who fail to pass cyclists at a safe distance – a minimum of 1.5 metres at 30mph. The most recent operation in this reporting period was conducted in Thetford, where 12 vehicles were identified and engaged with on this issue.
- The Young Driver Education Coordinator continues to assist with the delivery of Fatal Four education to young people aged 15-19 years, delivering 44 sessions to 1,885 students in this reporting period. In addition, ten e-scooter presentations were delivered to another 1,175 students.

Update on Fatal 4 enforcement

2023	<i>Driver using Mobile</i>	<i>Seatbelt</i>	<i>Officer detected speeding</i>	<i>Camera detected speeding</i>	<i>All other Traffic Offence Reports (Officer detected)</i>
Jan	118	71	285	3762	676
Feb	66	50	230	4409	656
Mar	157	71	152	4324	679
Apr	72	43	254	4791	682
May	80	56	244	5440	613
June	109	180	269	3877	610
Total	620	494	1508	30548	4184

Table 25: Fatal 4 - Traffic Offence Reports (TORs) issued since 01.01.2023.

- The table above sets out the number of traffic offence reports issued by uniformed officers since 1st January 2023, which include the work of the Road Casualty Reduction Team (RCRT). This shows a continuation of high levels of enforcement associated to Fatal Four offences.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	ASB Environmental	531	580	824	-8.4%	-35.6%
	ASB Nuisance	7,672	7,448	8,367	3.0%	-8.3%
	ASB Personal	1,877	1,974	2,461	-4.9%	-23.7%
	Burglary Residential	1,240	1,312	1,444	-5.5%	-14.1%
	Solved	145	99	130	46.5%	11.5%
	- % solved	11.7%	7.6%	9.0%	4.1pp	2.7pp
	Vehicle crime	1,770	1,739	1,773	1.8%	-0.2%
	Solved	148	129	167	14.7%	-11.4%
	- % solved	8.4%	7.4%	9.5%	1.0pp	-1.1pp
	Theft of Vehicle crime	587	639	601	-8.1%	-2.3%
	Solved	78	75	83	4.0%	-6.0%
	- % solved	13.3%	11.7%	13.9%	1.6pp	-0.6pp
	Theft from Vehicle crime	1,028	888	959	15.8%	7.2%
	Solved	50	37	62	35.1%	-19.4%
	- % solved	4.9%	4.2%	6.6%	0.7pp	-1.7pp
	Arson and Criminal Damage	7,033	7,311	7,150	-3.8%	-1.6%
	Solved	841	736	817	14.3%	2.9%
	- % solved	12.0%	10.1%	11.4%	1.9pp	0.6pp
	Robbery	352	343	343	2.6%	2.6%
	Solved	63	54	52	16.7%	21.2%
	- % solved	17.9%	15.7%	15.3%	2.2pp	2.6pp
	Hate crimes	1,210	1,435	1,358	-15.7%	-10.9%
	Solved	207	175	175	18.3%	18.3%
	- % solved	17.1%	12.2%	13.0%	4.9pp	4.1pp

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- During the first lockdown period in April and May 2020 there was an increase in ASB CADs, which still contributes to the higher long-term average figures.
- The number of ASB Environmental and ASB Personal CADs have decreased in the last 12 months compared to the previous 12 months, however ASB Nuisance CADs (the most common type of ASB) have increased. Despite this, all ASB CAD types have decreased against the long-term average. Compared to the previous reporting period (12 months ending March 2023), ASB Nuisance and ASB Personal have both increased while ASB Environmental has reduced.
- Prior to the Covid-19 pandemic, there was an overall decrease in the volumes of neighbourhood crime, most prominent in residential burglary, which was also evident nationally. The volume of residential burglaries has continued to decrease in the last 12 months, being -5.5% against the previous 12 months and -14.1% compared to the long-term average. A decrease is also apparent since the last reporting period (12 months to March 2023). In addition, the solved rate from the last 12 months is 4.1pp higher than the previous 12 months and 2.7pp above the long-term average. The solved rate is also 1.4pp above that which was seen in the previous reporting period (12 months to March 2023).
- There was a pronounced decrease in vehicle crime during 2020. In the last two years, levels have been gradually increasing, but are still not at levels seen pre-pandemic. In the last 12 months volume increased by 1.8% but remains slightly below the long-term average.
- Volumes of Arson and Criminal Damage show a decrease of -3.8% in the last 12 months compared to the previous 12 months, also being below the long-term average (-1.6%). There has also been an improvement in the number solved, against both the previous year and the long-term average.

- Robbery volumes have slightly risen (an increase of nine crimes in the last 12 months, +2.6%). It continues to be a rare, though very impactful, crime in Norfolk. This increase has not had a negative effect on the solved rate, which has continued to increase. The last 12 months shows a 2.2pp and 2.6pp increase relative to the previous 12-months, and long-term average respectively.
- A Hate Crime / Hate Incident internal scrutiny process is being piloted in the west of county bringing together a range of practitioners to review police investigations and ensuring best practice is shared across teams. This increased focus on quality of response has led to further pleasing improvements in solved crime rates for this investigation type. The intention is to replicate this process across the Constabulary.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Mental Health Act Assessments conducted in custody	210	164	152	28.0%	38.2%
	Athena investigations tagged for MH team to review	10,909	9,650	<i>Data not available</i>	13.0%	<i>Not applicable</i>
	Persons detained under sec 136	394	574	571	-31.4%	-31.0%
	Section 135 warrants executed	56	67	<i>Data not available</i>	-16.4%	<i>Not applicable</i>

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

The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise stated. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

- Section 136 Mental Health Act (MHA) detentions in the past 12 months have seen a significant reduction of 31.4%.
- The police Mental Health Team have now completed the delivery of a training programme to all frontline officers. A similar input has now started to be rolled out to all Beat Managers and Operational Partnership Teams across the county. These inputs cover alternative crisis pathways, including the five wellbeing hubs and the Mental Health Joint Response Car. There is also a focus on the requirement to consult a medical professional prior to detaining someone under Section 136. Over the last quarter these consultations have improved to an average of 80% (comparable to 54% in August 2022).
- The number of Mental Health Act Assessments being conducted in police custody suites continue to increase and has increased by 38.2% in the last 12 months.
- Multi-agency work is underway with the Urgent and Emergency Care Steering Group to improve wait times for assessments whilst in custody and where necessary ensuring beds are identified and patients are transferred to hospital as swiftly as possible. There is also a focus on identifying earlier intervention opportunities to prevent the need for people to come into custody if their mental health concerns could have been dealt with earlier in the community and ensuring that MHA assessments are only called in custody where necessary.
- The Police Mental Health Team, based within the Community Safety Department, continue to review police (Athena) investigations (over 2500 this reporting period) to ensure that early intervention opportunities are identified,

and people are appropriately signposted for support to the relevant agency before they reach crisis.

(4) Promote Crime Prevention Initiatives

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

- Operation Sceptre intensification week of action which took place in May, aimed at reducing knife crime. Norfolk Constabulary was an active participant in this national initiative and undertook a number of activities including weapons sweeps, multi-agency operations with British Transport Police, visits to habitual knife carriers and hotspot patrols.
- Planning for the expansion of the Neighbourhood Watch scheme across Norfolk for later this year, with the Constabulary scoping a number of systems that could be utilised to provide better support to Neighbourhood Watch schemes. Potential funding opportunity identified through future Safer Streets Government grant funding via the OPCC-N.
- Establishment of an Evening and Nighttime Economy Strategic Delivery Group under the governance of the Serious Violence Duty partnership and County Community Safety Partnership. The group exists to coordinate a partnership, public health-based approach to achieving increased community safety for those visiting, working in, or travelling through the evening and nighttime economy. The group brings together stakeholders who are committed to working together, creating a network to coordinate an improved response to identified issues.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Special Constabulary establishments (monthly average)	164	181	183	-9.4%	-10.4%
	Special Constabulary hours	43,024	42,425	40,433	1.4%	6.4%
	Special Constabulary duties	6,447	6,269	6,626	2.8%	-2.7%
	Special Constabulary events	553	460	518	20.2%	6.7%
	Police support volunteers establishments (monthly average)	110	118	124	-6.8%	-11.3%
	Police support volunteers hours	10,590	9,850	9,510	7.5%	11.4%
	Police support volunteers duties	2,524	2,426	2,364	4.0%	6.8%
	Police support volunteers events*	Data not available			Not applicable	

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

*Police support volunteer events are not recorded. The date range for the Last 12 months was 01/07/2022 – 30/06/2023 unless otherwise noted. The date range for Previous 12 months was 01/07/2021 – 30/06/2022. The date range for the long-term average was 01/07/2019 – 30/06/2022.

Area	Indicator	Last 12 Months
Safer and stronger communities	Cadet establishments (monthly average)	123
	Cadet hours	813
	Cadet duties	237
	Cadet events	78

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

Area	Indicator	June 2023	June 2022	
Safer and stronger communities	Community Speed watch - Schemes (current number)	99	96	
	Community Speed watch - Members (current number)	860	867	
Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Safer and stronger communities	Community Speed watch - Letters issued	16,180	17,894	-10.6%

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

Cadets

- In the past 12 months, each of the seven Cadet Units across Norfolk have seen Cadet numbers fluctuate, but with effective recruitment Police Cadet numbers have maintained a good average.
- Whilst Cadet Leader capacity in some units has been unsettled, the seven units have remained consistent, offering one x two-hour session each week for the Cadets during term time.
- Norfolk Cadets are becoming well-embedded into the wider police family, volunteering at events such as passing out parades and Police Family Day.
- The Cadets also volunteer at events in the community representing the Police. This has increased more as the year has gone on. The Cadet Programme showcases their skills and reliability as volunteers.
- Cadets in the past year have consistently assisted Local Policing Teams with their campaigns, delivering important messages to shops on the laws and dangers of selling alcohol, tobacco and vapes to those who are underage.
- The past 12 months has seen closer relationships being achieved with other Youth Organisations, which has resulted in Cadets having greater access to clubs, groups activities and support services. The impact of this has seen Cadets being invited to volunteer at youth orientated festivals and workshops led by Norfolk County Council and Youth Advisory Boards. These positive engagements help build trust between young people and the Constabulary.
- Norfolk Police Cadets have supported the Community Safety Partnership with shaping the Serious Violence Duty between April 2023 and June 2023 and have also started working with the High Sheriff of Norfolk.
- The Cadets held their inaugural Youth Council in May 2023 and proudly represented Norfolk Constabulary at the Royal Norfolk Show and the SEND Festival in this reporting period.

Special Constables

- The Special Constabulary is made up of volunteers who go through similar training to regular police officers to acquire the same powers. They agree to commit at least 16 hours of their time every month to contribute to the safety of

the public of Norfolk. Their duties range from roads policing to public order patrols and cyber security support. We expect them to engage in all duties that regular police officers undertake.

- Between April and June 2023, the Special Constabulary carried out 10456 hours and 1567 duties. Whilst there is a minimum expected commitment of 16 hours duty time a month, the average hours our volunteers completed during this reporting period was 24 hours each month.
- During this reporting period the number of Special Constabulary members reduced from 157 to 150. Commonly, we have some volunteers who join the Special Constabulary to see if life as a regular police officer would suit them and during this period one member of the Special Constabulary left to join as a regular officer. The other leavers cited work/life balance and changes in personal circumstances as their reasons for resigning.
- Due to turnover of Special Constables joining the regular constabulary and the nature of volunteering, recruitment of new Special Constables is a constant programme.
- We have fewer numbers of females in the Special Constabulary compared to the regular constabulary and a drive to improve numbers is taking place. A webinar intended to attract more females to the Special Constabulary is planned for 15th August 2023.
- Face-to-face recruitment events are being planned for districts where the Special Constabulary establishment is lower.
- Recent events supported by the Special Constabulary include the East Anglian Game and Country Fair, football matches, large policing operations, and music festivals, including Sundowner.
- The Special Constabulary will be supporting a large number of policing events in the summer period, including Norwich Pride and the East Coast Truckers event in Great Yarmouth.
- Of special note, our Special Constables who support the Roads Policing Team have been put forward for a Lord Ferrers Award due to the outstanding number of hours that they have contributed and their dedication to the role.

Police Support Volunteers (PSV)

- Police Support Volunteers work in a variety of different roles such as setting up events, inputting data, monitoring CCTV, and delivering force vehicles.
- Our Force Historian Police Support Volunteers have also been nominated for a Lord Ferrers Award in recognition of their outstanding commitment to caring for the Constabulary heritage collection.
- During this reporting period our number of registered Police Support Volunteers increased by one member to 105 members. It is notable that the number of active volunteers has fallen to 43. After Covid there was a sharp decrease in volunteering opportunities with the Constabulary due in part the challenges of being able to undertake face-to-face activities. Our non-active registered volunteers are happy to be kept on record should an opportunity arise, and we are actively looking for the volunteering opportunities for them.
- During this three-month reporting period the number of hours undertaken by our Police Support Volunteers increased from 1003 hours (January 2023 to March 2023) to 1147 hours (April 2023 to June 2023), an increase 14 percent, with our volunteers committing an average of 27 hours a month to their roles.

- We now have two Police Support Volunteer Leader positions which is proving to be successful at delivering improved support for volunteers who work in specific teams and giving them more directions in their taskings.

Community Speed Watch

- The numbers of Community Speed Watch (CSW) volunteers have slightly decreased since the last reporting period, with 869 members now registered compared with 874 in the previous reporting period. The number of schemes across the county has also decreased, from 104 to 99. This is due to some teams disbanding that have not been fully active since before Covid. With an increase in recent enquiries, it is hoped that the number of volunteers and schemes will increase again.
- As a result of the work of these teams there have been 7894 warning letters sent out to motorists in the last six months. The work of the CSW schemes continues to guide and assist the safety camera partnership to proactively target speeding issues of public concern.
- On 14th September 2023 the Constabulary is organising a Community Speed Watch Day of Action in conjunction with Suffolk Constabulary. The intention is to get as many CSW teams as possible across the county monitoring through the day within their community. The event is being coordinated by the Community Safety Department and is supported by the Safety Camera Partnership, who will also be actively enforcing and visiting as many of the operating CSW teams as possible. The Community Safety Department is arranging press coverage of the event to raise the profile of CSW and highlight the dangers of speeding within our communities.

Appendix A Overviews for each section of Pillar 6

Supporting Road Users to be Safer on our Roads

Overview

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

Norfolk Road Safety Partnership

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

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

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

health across the county. They work closely with officers and other agencies with the intention of looking to improve the service delivered to those in crisis.

- The data is used to track and review the policing element of the mental health agenda.

Increasing Volunteering opportunities within the Community to help Policing

Overview

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

END.

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