

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 30 January 2024

Time: 10:00am

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

A G E N D A

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2.		Declarations of Personal and/or Prejudicial Interests	
3.		To confirm the minutes of the previous meeting held on Tuesday 17 October 2023	Page 3
4.	10:05 am	Public Questions	Verbal Update
5.	10:10 am	Police, Crime & Community Safety Plan 2022-24: Pillar 1 - 'Sustain Norfolk Constabulary'	Page 20
6.	10:40am	Police, Crime & Community Safety Plan 2022-24: Pillar 2 - 'Visible and Trusted Policing'	Page 32
	11:00am	Refreshment break (if required)	
7.	11:15 am	Police, Crime & Community Safety Plan 2022-24: Pillar 3 - 'Tackling Crime'	Page 45
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11.	11:55 am	Emerging Operational/Organisational Risks	Verbal Update

12.	12:05 pm	A.O.B.	Verbal Update
13.	<u>Date of Next Scrutiny Meetings</u> Police and Crime Panel: Tuesday 6 February 2024 from 11:00am – 1:30pm Strategic Governance Board: Tuesday 5 March 2024 from 10:00am – 12:00pm PCC Accountability Meeting: Wednesday 17 July 2024 from 10:00am – 1:00pm		

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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Minutes of the PCC Accountability Meeting

Meeting date/time: Tuesday 17 October 2023 at 10am.

Meeting location: Conference Room, Office of the Police and Crime Commissioner for Norfolk, Building 7, Wymondham.

1. Attendance and apologies for absence

In attendance:

Giles Orpen-Smellie, Police and Crime Commissioner (PCC), Office of the Police and Crime Commissioner for Norfolk (OPCCN)

Paul Sanford, Chief Constable (CC), Norfolk Constabulary

Mark Stokes, Chief Executive, OPCCN

Jill Penn, Chief Finance Officer, OPCCN

Simon Megicks, Deputy Chief Constable (DCC), Norfolk Constabulary

Nick Davison, Assistant Chief Constable (ACC), Norfolk Constabulary

Peter Jasper, Assistant Chief Officer (ACO), Norfolk Constabulary

Sharon Lister, Director of Performance and Scrutiny, OPCCN

Ralph Jackman, Director of Local Policing Delivery Unit (DLPDU), Norfolk Constabulary

James Stone, Head of Performance and Scrutiny, OPCCN

Lucy King, Inspector, Norfolk Constabulary

Matthew Steward, Sergeant, Norfolk Constabulary

Kirt Wilkinson, Performance and Scrutiny Manager, OPCCN

Nicola Atter, Communications, Engagement and Standards Lead, Norfolk Constabulary

Laura Bagshaw, Corporate News Manager, Norfolk Constabulary

Sue Starling, Media and Communications Officer, OPCCN

Apologies for absence:

Dr Gavin Thompson, Director of Policy, Commissioning and Communications, OPCCN

Julie Dean, Temporary Assistant Chief Constable, Norfolk Constabulary

1.1 Before addressing the agenda items, the PCC welcomed the attendees and explained this is a hybrid meeting and is being recorded on Teams so it can be uploaded to the OPCN website after the meeting. The PCC detailed the purpose of the meeting which is for the PCC to exercise his statutory responsibility to hold the CC to account for the policing service being provided to Norfolk as the public's elected representative.

2. Declarations of personal and/or prejudicial interests

2.1 There were none declared.

3. To confirm the minutes of the previous meeting held on the 5 July 2023

3.1 The minutes were confirmed with no objections.

3.2 The PCC asked whether the CC would like to give an update on the incident that took place on the A146 on the 5 March 2022. The CC confirmed that there was a misconduct meeting happening at Norfolk Constabulary headquarters on 17 October 2023 involving the police officer who was the front seat passenger at the time of the incident. The CC stipulated that the Independent Office for Police Conduct (IOPC) review concerning the matter determined that a misconduct meeting was the appropriate response for the passenger involved. The outcome of the hearing was to be made public once the meeting had concluded. In regard to the driver, the CC confirmed that they are trying to set a date for a misconduct hearing, however they are facing challenges concerning sourcing Legally Qualified Chairs and appropriate barristers given the volume of misconduct hearings nationally. The PCC confirmed he would not ask any further questions on the matter as he would not like to interfere or prejudice the disciplinary processes.

3.3 The PCC asked the CC if he would like to make a statement about the recent data breach that happened involving both Norfolk and Suffolk Constabularies, specifically in relation to notifying those whose data was released. The CC clarified that the breach concerned the release of Freedom of Information data that had some personal and sensitive data hidden within some spreadsheets. The CC confirmed that there is no evidence to suggest that anyone accessed this data who should not have and stated that when they publicly announced the issue, the Constabulary undertook to update all victims who may have had their information released by the end of September 2023. The CC stated that the process of informing all victims concerned is now complete, however there were a small number of victims who the Constabulary have been unable to track down due to a multitude of reasons. Having exhausted all avenues to try and contact these victims, the Constabulary has now stopped trying to locate them. The CC stated that the Constabulary honoured their commitment in attempting to contact all victims and hoped that they were provided with all the reassurance in which they needed. The

CC confirmed that the Constabulary complied with all the wishes of the Information Commissioners Office, who they remained in close contact with throughout the process. The PCC asked the CC whether he could put a number to the small cohort who were uncontactable. The CC confirmed that there were just over 1,200 victims involved in the data breach and of this number, 168 victims either did not engage in the process or were uncontactable. The CC reiterated that of these 168 victims, some may have received the information from the Constabulary, however decided not to acknowledge it and if any were to come forward later down the line then they will be notified in the normal way.

4. Norfolk Constabulary Financial Update

- 4.1 The PCC clarified why he had included an agenda item on the Finance Statement, being that money drives many of the operations and resources within the Constabulary, so he thought it important to get an overall update on where the Constabulary are in terms of their finances.
- 4.2 The ACO stipulated that the data concerning this update derives from Pillar 1 of the Police, Crime and Community Safety Plan papers. The ACO confirmed that they outline, as of the end of June 2023, the Constabulary were forecasting an overspend of £1.2 million (0.6% of the Constabulary budget). The ACO highlighted that there have been significant pressures in terms of pay awards given to officers and staff in the previous two years, which had been higher than forecasted due to inflationary pressures. Last year there was a 5% pay award and this year there was a 7% increase for all officers and staff, both of which were partially funded. Due to record levels of inflation sustained over long periods of time, the Constabulary have seen significant pressure on contractual spending particularly around Estates and ICT contracts. The ACO confirmed that the Constabulary have four steps in place to attempt to combat against the £1.2 million overspend. The first is putting restrictions around some of the vacancies. The second is that the Constabulary are looking to control discretionary spending. The third is that the Constabulary have been reviewing the Capital Programme to see if there is anything they can stop or defer to next year. The final step that the Constabulary are taking is to try and maximise income streams that are available to the Constabulary. The ACO then stated that this overspend will have an impact on the next financial year too as some of this will roll over into 2024/25 and will add to the pressures of that financial year. The CC added that the pressures for next year look particularly problematic and there are two aspects as to why this is. Firstly, there's the issue of balancing the budget, and secondly there is the issue of not being able to invest and grow areas where there is increasing demand such as the Contact & Control Room. The Constabulary continues to see yearly increases in 999 calls which need to be answered and officers need to be deployed, so the Constabulary's capacity to answer this growing demand will be an issue. The CC considers the force to be an incredibly lean organisation, however there is a challenge as so much of the Constabulary budget is locked down, mainly with officer pay. The CC stated that he cannot reduce the number of police

officers as he would receive less funding from the Government. Contractual obligations are also another area where the budget is locked down as there are a number of contracts for services in place which have been ongoing for a number of years that the Constabulary cannot back out of. These locked down costs leave limited room for the Constabulary to make the savings it requires; however, this is not unique to Norfolk Constabulary as it is being felt by all forces nationally. The CC stated that it will not be until early in the next calendar year that the Constabulary know what all their allocations are going to be, therefore there is quite a bit of uncertainty and a significant financial challenge.

4.3 The PCC asked the ACO how much of the overspend will roll over into the next financial year. The ACO confirmed that it is difficult to give a precise figure as inflationary pressures will still be significant, especially where contracts are coming up for renewal, particularly around ICT contracts. The ACO stipulated that currently, forecasting is suggesting that around £1.2 million will roll over to the next financial year, however the Constabulary is hopeful that some of the income streams that they can tap into will help mitigate that figure. The PCC identified the whole of the overspend cannot be mitigated, the ACO confirmed that due to the locked in costs such as officer pay, which accounts for 88% of the Constabulary budget, and contractual costs which are critical to help support those on the front line, it would be difficult to do so alongside inflationary pressures.

4.4 The PCC asked the CC what operational penalties there would be if the Constabulary did put restrictions on vacancies as a means of mitigation. The CC confirmed that there would be operational penalties, but such would depend on where the posts fall. Where posts are absolutely operationally critical, the force is going straight out to market for them. The CC stated most of the posts are a result of staff entering retirement or going onto new jobs, they are therefore spread around the organisation which avoids one particular department facing a disproportionate impact. The CC confirmed that if the posts were no longer required then they would simply remove the posts. The CC noted how management of vacancies is an unsophisticated approach, however it is an effective one where savings can be made. The CC stated that the Constabulary prioritise core services such as answering the phones, getting to jobs quickly and keeping victims up to date and these are areas he wishes to grow. The PCC noted that in terms of visibility, this is more of an internal issue rather than a public facing one. The CC agreed, and reiterated the point that he cannot reduce the number of police officers that the Constabulary have, so as soon as an officer leaves, the force brings in a new recruit and the number of officers is as high as it ever has been, but they are most productive with a support team in the back office. The CC added that the Constabulary is performing well when it comes to crime reduction, crime detection, satisfaction and confidence, so all of that is being maintained whilst managing budgetary pressures.

5. Public Questions

5.1 The PCC stated that he received and accepted four questions from the public. The first public question was in two parts, the first of which was passed onto the Constabulary for action as this concerned pavement parking in a specified part of Norwich. The second part of the question asked why there is no definition of obstructive pavement parking and no standardised reporting format for obstructive pavement parking for Norfolk Police as is common elsewhere in England, therefore, if reported, would Norfolk Police take action against such obstructions. The CC confirmed that most forces in the country have moved onto a website called Single Online Home which provides commonality between all services. Norfolk and Suffolk Constabularies are some of the last forces to merge onto this website, due to contractual reasons associated with the current website provider. However, the CC confirmed that Norfolk Constabulary are moving onto the Single Online Home at the start of November. This will mean there will be a standardised national approach in reporting nuisance parking and abandoned vehicles which will see Norfolk Constabulary adopt the national agreed content for advice and reporting. The CC apologised that the Constabulary had not been using the standardised national content, however this is now being remedied through merging onto the Single Online Home. In regard to what the Constabulary would do if obstructive parking was reported, the CC explained how in 2011 the law changed to place responsibility for general enforcement of parking offences onto local councils and that the Constabulary no longer have powers under the Highway Act or Road Traffic Act to deal with vehicles of that nature. However, the CC confirmed that the force does have some powers to deal with vehicles that are causing a hazard or wilful obstruction of the highway. The CC is particularly concerned in areas that are densely populated and have narrow roads, such as Norwich, especially for those using pavements who are in wheelchairs or pushing along pushchairs. The CC confirmed that through the new website, these instances can be reported or alternatively they can be reported to an officer in person or through an email to the Local Safer Neighbourhood Teams. When these are reported to the Constabulary they are assessed on the individual circumstances of each case and what resources the force has available according to what else is going on at the time, however if the CC can deploy an officer to such instances he will. The CC stated that he is aware that one City councillor, Councillor Calvert, has been involved in discussions with the Local Policing Inspectors concerning obstructive parking and has been out inspecting some of the streets in the Wensum Ward area where it is particularly problematic. The CC has been told that over the weekend of 14 October 2023, the Safer Neighbourhood Team were out providing letter drops in areas to encourage more responsible parking and await to see the impact of that. The CC stated that they do have some enforcement powers and when appropriate they will seek to use those powers.

5.2 The second public question put forward to the CC by the PCC was under the heading of crime prevention and detection, which asked why there is no facility for members of the public to give confidential and/or sensitive information to the police. The CC confirmed that if someone were to ring into Norfolk Constabulary's Control Room, they are encouraged to leave their contact details, but they are not obliged to. So, if someone wanted to speak to a call handler without leaving their name, they could. The CC also confirmed that there is a live chat facility where confidential and/or sensitive information can be provided. Furthermore, the CC stated that the Constabulary promote Crimestoppers which is a great means of providing anonymous information on crime and incidents. The CC confirmed that in the near future Crimestoppers is going to be rolling out an additional telephone number where the behaviours of police officers can be reported anonymously.

5.3 The third public question asked whether there could be a review of stop and search policy and furthermore the questioner would like to see a clear policy on the use of body cams as they believe police officers should be obligated to switch on their body cams whenever they are dealing with the public. They added that there should be sanctions taken against officers for failing to comply with these requirements. Subsequently, the PCC asked the CC to describe the regulation process and scrutiny that is currently in place. The CC confirmed that the force does have a policy on stop and search which has been reviewed as recently as April 2023. This policy is based upon the College of Policing's Approved Professional Practice, and it is rigorously inspected by the Inspectorate of Constabulary. The CC confirmed that they also conduct their own internal audits of stop search compliance and they are now seeing high levels of compliance with that Approved Professional Practice. The CC stated there is a link with stop and search and the use of body worn cameras as the Constabulary review the body worn video of stop and search encounters to make sure that it's not only the policy that is correct, but that the stop and search is carried out in the appropriate manner. The CC confirmed that there is an external stop and search scrutiny group who review the body worn video, and the force ensures that the composition of that group is made up of a diverse range of local residents. So, from a stop and search perspective, the CC confirmed that the Constabulary is compliant. With regard to body worn cameras, the CC confirmed that the Constabulary has a policy in place, the most recent version was published in September 2022 and is built upon the College of Policing's Approved Professional Practice. The CC confirmed that the policy contains details of when a police officer should be turning on their body worn video and also implies details of how that footage should then be retained, depending on the circumstances. The CC stated that the policy is clear on when an officer searches an individual, or a vehicle, their body worn video should be on and if officers fail to follow the policy, then they may be subject to disciplinary action or managerial intervention to make sure that they do in future. The PCC confirmed that the reports he has received from the scrutiny panel via the Independent Advisory Group have been positive since its launch.

5.4 The final question received from the public asked how Norfolk Constabulary is tackling scams in all their various forms as the questioner had been victim of a cryptocurrency scam which is now being investigated, however their initial submission to Action Fraud was not processed. The CC stated that according to the British Crime Survey, scamming and fraud is the most prevalent crime type in the UK. The CC confirmed that it is challenging for police forces as the volume is high and the perpetrators often do not live in the UK, with some of these other countries being hard to work with to secure criminal outcomes. The CC confirmed that there is a real difficulty and therefore the Constabulary's response needs to be multifaceted as they have to be realistic as to how much of that overseas criminality they can stop. Furthermore, there is significant focus with the Constabulary's partners on prevention. The Constabulary is a member of the Norfolk Against Scams Partnership which is a partnership led by Norfolk Trading Standards that works with the Constabulary and other partners to protect individuals and businesses from scams, doorstep crime and fraud by raising awareness through delivering prevention messages. The CC confirmed that the Constabulary's Corporate Communications Team is regularly publishing scam prevention messages through their social media channels and Beat Managers are reinforcing those messages. The CC stated that the target group of victims for scams are often the elderly and vulnerable, and for that reason the Constabulary have established a process whereby individuals who make a fraud report to Action Fraud, are assessed for vulnerability and are given bespoke crime prevention advice. At a national level the police's response to fraud is coordinated by the City of London Police and they run a number of campaigns targeting particular types of fraud, particularly for courier and romance fraud. The CC stated that earlier this year the Government published a new Fraud Strategy, which puts particular emphasis on regulators, industry, charities and law enforcement working together to pursue fraudsters and empower people. The strategy highlights that there were an estimated 3.7 million incidents of fraud in England and Wales in 2022 and declared a review of Action Fraud to try and make it more effective. The CC stated that the Constabulary do have their own joint force Cyber Investigations Team who pick up the most complex frauds which are cyber dependent. In addition to this, the CC stated that the force is looking to implement a Fraud Assessment Unit with fraud specialists, however this is dependent upon the financial figures. The PCC commented that the review of Action Fraud would be particularly helpful as there are visibility deficiencies with how Action Fraud investigate fraud. The CC agreed that victims are not seeing enough of the activity that goes on behind the scenes to investigate these crime types.

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

6.1 The PCC explained that he would be doing a deep dive into Visible and Trusted Policing first as this is one of his main elements in terms of scrutiny.

6.2 The PCC asked the CC to define what is meant by visible policing from a Constabulary perspective. The CC believes that visible policing takes many forms, the most obvious being police officers out on the streets where members of the public can see them. However, the CC confirmed that his definition is not limited to physical policing and extends to the public having the opportunity to see what the Constabulary is doing, so visibility of their actions. The CC stated that reassurance can come from receiving some form of communication to tell members of the public what the police have done in their village or local area in the last 24 hours. The CC confirmed that this is particularly the case now as so much of police activity happens behind closed doors, such as investigations into cyber crime as by necessity an investigator needs to be sat behind a computer in a station. It is important that the force is visible and clear to the public as to what they have been doing so that they know the value they're getting for their contribution to policing. The CC stated that visible policing is about improving their communications, messaging, feedback and updating the community so they are clear as to what the force has been doing. The PCC asked whether that is achievable in the more rural areas of the county. The CC stated that it is more of a challenge as Norfolk is the fifth largest county in the country and there are many parts of the county which the CC would like to deploy more officers for street presence. Challenges are also seen in the Control Room where demand continues to increase, and a lot of this demand does not relate to crime which takes away from the Constabulary's core mission. The CC confirmed that the force has plans in January 2024 to commence the 'Right Care, Right Person' initiative which will mean the Constabulary will take a different approach to mental health demand. The CC hopes that this initiative will free up officer hours to help reinvest into visible policing. The CC stated that later this month the force anticipates the Home Office will announce the findings from their review of productivity in policing, which will make a number of observations such as how changing crime recording rules and changes to disclosure rules could free up thousands of officer hours.

6.3 The PCC asked the CC what other barriers and obstacles the Constabulary face in terms of delivering high levels of visible policing and are the force maintaining the numbers of officers on the ground that they would like to. The CC stated that in addition to growing demand in calls for mental health crisis, the impact of regulation and statutory requirements on policing is challenging. The impact this has relates to training and how long it takes to carry out certain tasks. The CC confirmed that all police officers are now joining the force under the Police Education and Qualifications Framework (PEQF) and the impact is that officers are spending more time in the classroom, which is a benefit as this leads to more well-trained investigative staff, however there is a consequence on visibility as they are not deployable as quickly. The CC stated that Norfolk Constabulary was allowed to grow its police officer numbers by 224 as result of the Government's Police Uplift Plan, and of these, 70-80 officers would be accounted for by training. The CC also stated that anytime something goes significantly wrong in policing, measures are

put in place to stop these happening again and one of the solutions is ordinarily more training. So, in the last two years, the Constabulary has seen an increase in the amount of time that police officers have to undertake personal safety training and taser training alongside the Firearms Curriculum growing each year leading to more hours of firearms training. Furthermore, First Aid training has increased in terms of number of hours. The CC stipulated that he of course wants a professional, highly skilled workforce, however his frustration is that each time one of these recommendations is made, it is not costed in terms of visibility and finance. The CC also noted that this is not just affecting uniformed officers, the Forensic Science Regulator for example set out a very detailed Code of Compliance that the force now has to adhere to. The consequence of this is that the Constabulary's Forensics Teams are effectively working in laboratories, so the number of scenes the team can go to now in a day has significantly lowered since the start of the CC's service, probably to about half the capacity, but again all for good reason. However, there is a cumulative impact of the regulations of compliance, which is impacting visible policing, which needs to be better understood when these regulations are made. The PCC noted that there is a tension between visible policing and producing the perfect standard of officer that always gets it right. The CC stated that upon reflection, and as a consequence of the savings that the force had to make over the last ten years, the county has cut back too hard in the training and development of officers so the increase in regulation is necessary, especially as the world of policing is becoming more complex. The PCC asked whether the force has reached the total aggregate number of officers in the Constabulary it had in 2010. The DLPDU stated that due to reinvestment through a previous precept and the Police Uplift Programme, the aggregate figures are ahead of those figures seen in 2010. The CC noted, however, that if you were to base it on per head of population, then the figure would not be as positive.

6.4 The PCC asked the CC how the Police Uplift Programme contributed towards effective visible policing within Norfolk and what the Constabulary's plan going forward is with regard to retention of officers. The CC stated that he believes that the Constabulary is performing incredibly well and each month the Constabulary is jockeying with Cheshire Constabulary to be the force detecting the most crimes in the country, and this number is increasing each month. On the 19 October 2023 the Office of National Statistics is to publish the most recent quarterly crime performance data and the force is anticipating that the data will show a 5-6% reduction in police recorded crime. The CC stated that there are certain crime types such as shoplifting which have been reported nationally. The CC turned to public confidence in relation to the most recent Crime Survey for England and Wales, which he found incredibly encouraging as the Constabulary were ranked best in the country when it came to confidence when the public were asked to assess how good a job the force is doing, and that is set against a trend of reductions elsewhere in the country given some of the negative headlines policing has received nationally. The CC stated that the operational side of the Constabulary is where he is most content,

it's more the organisational finances which are causing particular challenges. In relation to retention, the CC confirmed that the force is seeing decent retention rates when it comes to new police officers, and the most recent pay increase has been helpful. The CC stated that the Constabulary are still in the early days of the Police Uplift Programme, so many of the student officers who have joined the force are midway through their study elements of their journey within policing, and at the end of it they will come out with a degree in policing. The CC will therefore look closely into how those officers use their qualification once obtained. The CC stated that sometimes officers do leave the profession and that is the right thing to do as sensible discussions are had with new officers to determine if it's the right career for them. The CC confirmed they have good retention but are not complacent. In order to prevent further losses, the CC stated that having a strong wellbeing service in place to support officers dealing with difficult things and investing in them to make sure that their training is good is crucial. The CC confirmed that the Constabulary has changed the ratios of supervision, as the force has a younger workforce now, which helps officers feel more supported. The CC stated that he thinks visible, effective leadership is key in this area to ensure individuals are supported and standards are high. Also, that they continue to invest in their officers and staff by making sure that they have fit for purpose office locations, the right kit and equipment, along with the right behaviours to be able to perform well.

6.5 The PCC asked the CC about the officers that are not available to go out on the frontline and whether he is able to quantify that number and how these individuals are employed behind the scenes to release other officers that are available to be deployed. The CC confirmed that the Constabulary have a number of officers on restricted duties for a variety of reasons who are part of a banding structure based on their specific restrictions. The CC informed the PCC that they have a team called Operation Solve who predominately carry out desk-based investigations and the majority of staff who work on the team are restricted officers, so the public are getting full value from them and the officers themselves feel like they are still making contributions. The Home Office productivity review will also likely make recommendations to police forces that they make better use of the officers that are on restricted duties. The CC is convinced that the Constabulary is making full use of restricted officers and there is not a restricted officer in the force which they are not clear of and who is not being fully deployed as appropriate.

6.6 The PCC asked the CC about business engagement as the papers suggest there has not been any, however it is the PCC's impression through speaking with businesses that there has been significant engagement about retail crime. The CC confirmed that there is significant engagement in this area and the Constabulary's Beat Managers will frequently visit businesses as part of their regular engagement activities. In the city centres the force has bespoke Retail Beat Managers who are engaged with the retail communities. The CC also confirmed that the forces Rural Beat Managers frequently engage with farmers and agricultural engineers, and the

Licensing Team engage with businesses in the night-time economy across the county. The CC stated that the Constabulary have a capability called Project Servator which operates in Norwich city centre and is frequently deployed into locations such as shopping malls, supporting businesses to deter crime. Furthermore, the CC stated that the force has a joint Cyber Crime Unit with security advisers who spend their time advising businesses how they can protect themselves from cyber criminals. The CC stipulated that the reason engagement activity is not included within the papers is due to a recording issue. On the app where engagement activity is recorded, there is an optional tag that an officer can click for businesses which is not being used as it should. The CC confirmed that he would look into this, but reassured the PCC that appropriate business engagement is taking place.

- 6.7 The PCC asked the CC what could be done to improve visibility in policing. The CC stated that a lot of improvements could be made through further resource, which is not attainable without additional funding. The CC suggested that once the new officers have concluded their training, the public will see greater visibility as they are integrated into the force. The CC also confirmed that they have invested in some of the technologies that can liberate police officers from police stations, thus enhancing visibility further. In the last month, the Constabulary has gone live with a new Digital Asset Management product which makes the collection and assessment of CCTV much more streamlined. The CC confirmed that the force's crime recording system is being upgraded in January 2024 to make case files more efficient, however further capital funds to invest in technology would help considerably.

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

7. Police, Crime and Community Safety Plan 2022-24: Pillar 1 - Sustain Norfolk Constabulary

- 7.1 The PCC confirmed that all questions had been raised and answered under item 4 of the agenda, so no further questions were put forward by the PCC in relation to Pillar 1 of the Police, Crime and Community Safety Plan.

8. Police, Crime and Community Safety Plan 2022-24: Pillar 3 - Tackling Crime

- 8.1 The PCC asked the CC what has contributed to the increase in solved rates and charged rates for rape and serious sexual offences compared to the previous twelve months and the long-term average. The ACC stated that it is pleasing to see a slow and steady rise in respect to the solved rate, however, 9% is higher than the national average, but the force must strive to do better going forward. The ACC highlighted the positive work conducted by Operation Engage which is a dedicated support team of police officers and staff who engage with victims of rape and serious sexual offences to help them through their journey in the investigation process and

criminal judicial system. The PCC asked the ACC if the court backlog is having an impact on victim disengagement. The ACC confirmed that all agencies involved in the investigation and criminal justice process are experiencing challenges, however if the victims received quicker decisions and court dates, then this would be of great benefit to them and the Constabulary as it is more likely to keep the victim engaged in the process. The ACC suggested that the digital investment made in this area has contributed towards the increases in solved and charged rates as the Constabulary has specialist investigators who help to achieve the evidential basis of such crime types more quickly. Furthermore, these investigators are helping with the national issue of being able to return phones to victims of rape and serious sexual offences more quickly too. The ACC confirmed that the Constabulary has really improved in this area, and they are downloading phone content and analysing it quicker and only focusing on the issues at hand concerning the perpetrator. The PCC asked whether that digital investment derived from a previous precept. The ACC confirmed that is correct, which is evidence of the public funds helping the victims of these crime types. The ACC stated that the force is working hard with colleagues in respect to management information which means that the force can track cases more closely and better understand the outstanding suspect numbers and the time taken to get the investigations completed. The ACC confirmed that Norfolk Constabulary is adopting principles and best practice from the national operation model Operation Soteria Bluestone, which is led by the National Police Chiefs' Council (NPCC).

8.2 The PCC asked the CC if he could explain the increase in the cost of agricultural crimes in Norfolk, which derived from national reporting, when local policing data suggests volumes of agricultural crime in Norfolk has decreased from the previous 12 months and the long-term average. The ACC clarified that the national reporting in question, which stipulated that agricultural crime costs in Norfolk had increased by 52% in 2022, was NFU Mutual's Rural Crime Report 2023. The ACC explained how the NFU Mutual report based their costs on insurance claims which can be somewhat inflated, furthermore their report includes theft types which are not included in police classification for farm machinery. The ACC stated that the cost of some farm machinery such as GPS units have become more expensive, so any incident of a theft increases the cost of agricultural crime quite significantly. The ACC added that Norfolk has a really good response to agricultural crimes such as hare coursing as part of Operation Galileo, and what contributes towards this strong approach is good regional coordination across the 7 Forces which allows the sharing of best practice, intelligence and information. Furthermore, the ACC stated that the Constabulary have a strong enforcement approach and one of the differentiating factors between Norfolk and other regions is that Norfolk seizes dogs, which has found to be a strong deterrent. In relation to Livestock Worrying, the ACC confirmed that the figures in Norfolk are relatively low, however the ACC commented that during the COVID-19 pandemic many individuals were getting dogs who were perhaps not familiar with the rural environment and rules around sheep worrying, so Norfolk did see a spike in relation to Livestock Worrying. The ACC confirmed that

through the Constabulary's Rural Crime Officers, Operation Randall team, and going out to particular 'hotspots', the force has been able to provide some educational pieces to those that need it. In addition, the Constabulary prosecutes and investigates where necessary. The ACC stated, that in relation to farm machinery theft, there is a significant Eastern European/Russian market, as Russia is isolated by virtue of international sanctions meaning they cannot get these types of products, however they still need to farm themselves so Organised Crime Groups across the country are stealing GPS units as there is a lucrative market for these items. The ACC added that this is mainly a preventative area, so the Constabulary works closely with the industry and farmers to try and give them advice on their daily practices concerning their machinery to minimise theft opportunities. The PCC asked the ACC if there is anything that can be done to address the difference between perception and reality, as farmers do not feel as though agricultural crime is reducing. The ACC confirmed that he would take this away to see if there is anything that could be done within Operation Randall's newsletter to address this.

9. Police, Crime and Community Safety Plan 2022-24: Pillar 4 - Prevent Offending

- 9.1 The PCC asked if the DCC could discuss the Constabularies approach to Out of Court Disposals and the Joint Justice Service. The DCC explained that an Out of Court Disposal is a way of concluding an investigation into a crime without formal court proceedings. The DCC stated that it is a way to secure swift justice for the victim where appropriate, especially in a time where there are significant court backlogs. The DCC clarified that this is not an approach to purposefully avoid the courts, as the Constabulary will proceed with court proceedings where necessary, but instead is a way of making the journey easier and quicker for the victim. When issuing an Out of Court Disposal, the Constabulary will look at the perpetrator and usually they are issued to low-level crimes, that do not have an impact on the wider community and often in cases where the perpetrator is a first-time offender. The DCC explained that Out of Court Disposals can take various forms, such as letters of apology or payment for damages, and they are packaged within penalty notices, simple cautions and cannabis warnings. The DCC added that these fall within two categories: Community Resolutions and Conditional Cautions. A Conditional Caution adds an action on the back of the admission of guilt, which if breached will result in the perpetrator going back into the formal court process. The PCC noted that Ministers had commented on the possibility of not sending perpetrators to prison if their sentence is under one year, as there is a greater risk of those with shorter sentences reoffending. The PCC noted therefore, that there is probably some work to be done with this cohort of offenders in conjunction with Probation Services as it would be unfair on them to tackle this singlehandedly. The DCC confirmed that the Constabulary work in partnership alongside other agencies in this area, particularly through the Criminal Justice Board to ensure other agencies have both the capacity and focus. The DCC agreed with the PCC insofar that the Constabulary have a part to play in this area,

however the police are the gateway into the criminal justice system and when things go wrong it is perceived to be the police's fault, so before the Constabulary get too involved the DCC wants to ensure that those agencies who are designated to lead in this are discharging their responsibilities as well as they can. The CC added that the Constabulary are establishing a Gold Command structure locally in terms of managing prisons, however following some recent announcements nationally, it is incumbent that agencies take a look to see whether they need to be recalibrated. The CC stated that this should include Inspectorates as well, as when they come to inspect the Constabulary, the one outcome they focus on is the charged figures and they have less interest in the number of people receiving Out of Court Disposals, so it appears that the inspection methodology may be out of kilter with new and emerging policy. Furthermore, the CC noted that it is important not to put unnecessary strain on a criminal justice system already under pressure. The CC stated that it is important the Constabulary continue to use the outcome that is in the best interest of the victim in order to obtain justice.

- 9.2 The DCC explained that the Offender Diversion Team was a pilot scheme set up to ensure that the Constabulary has auditable standards for conditional cautions and ensures the progress of community resolutions are tracked and managed. The DCC confirmed that this is a scheme designed to ensure consistency in delivering Out of Court Disposals throughout the force. The DCC did note that there may be a cost to visibility, as if an Out of Court Disposal is issued, the public are not seeing this, however the force is ensuring that the victim receives justice, and the perpetrator receives the appropriate sanction.

10. Police, Crime and Community Safety Plan 2022-24: Pillar 5 - Support Victims

- 10.1 The DCC introduced the report and explained that the Constabulary has an Operation Converter Team which is fully established and consists of a team with a particular skillset who approach offenders that have already been convicted, with a view of speaking to them and ensuring that they have the opportunity to tell the team more about their other offending behaviours. This ensures that other victims know that the perpetrator of their crime has been identified and is already in prison or under a particular sanction. The Op Converter Team have gone out and spoken with a number of offenders and over 300 possible outcomes have come back which effectively gives the Constabulary the opportunity to go back to nearly 300 victims of crime to reassure them that their perpetrator has been identified and are servicing some sanction. The DCC commented how court trials continue to be delayed or rescheduled on short notice, and in the longer term there continues to be a recirculation of work into the Constabulary, particularly into the Witness Care Team. The DCC commented how challenging this situation is as victims are not always receiving swift justice and the Witness Care Team are having to re-engage with these victims.

- 10.2 The PCC asked how morale within the Witness Care Team is holding up as the court backlogs seem to be a long-term issue. The DCC confirmed that the team are aware of this and know the value they bring; furthermore, they are aware of the positives their work brings when they successfully re-engage with victims and support them on their journey through proceedings. The PCC commented that he had explored with His Majesty's Courts and Tribunals Services whether they would assist with funding in this area, however their response was negative as they have their own pressures to deal with.
- 10.3 The PCC asked the DCC about the impact the Victims Code of Practice Dashboard has had since its implementation. The DCC confirmed that it is a key metric in force performance as part of the Constabulary's core delivery services to victims. The dashboard ensures that the codes are being adhered to and that police officers are doing the right thing relative to the victim. The DCC stated that it has given the force confidence as they have seen positive compliance increases across the priority areas.

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

- 11.1 The DLPDU introduced the papers and highlighted how there had been a slight decrease in the amount of Killed or Seriously Injured Collisions compared to the previous twelve months. The DLPDU also highlighted that the Commercial Vehicle Unit has stopped 329 vehicles with 333 offences being detected, so this unit has had a productive start using their specialist knowledge. In addition to this, Operation Tramline ran for one week which stopped 112 Heavy Goods Vehicles with 124 offences being detected. The DLPDU mentioned that there has been significant effort around the fatal four enforcement and noted reductions in anti-social behaviour across all types. Furthermore, burglaries have reduced whilst solved rates have increased over the last twelve months. Hate crimes have reduced compared to the previous twelve months which, under the current circumstances, is being monitored closely on a daily basis. The DLPDU confirmed that Section 136 detentions have reduced significantly compared to the previous twelve months, alongside the 'Right Care, Right Person' initiative improving waiting times for assessments whilst in custody. The DLPDU confirmed that the force now has a Strategic Delivery Group coordinating the partnership around making the night-time economy as safe to visit as possible. To conclude, the DLPDU thanked all the volunteers contributing to policing efforts with Community Speed Watch Members issuing nearly 8,000 warning letters to motorists in the last six months.
- 11.2 The PCC asked the DLPDU to comment on the impacts and effects of the newly revised Anti-Social Behaviour Action Plan. The DLPDU explained that since 2010 Operational Partnership Teams were formed alongside the one County Community Safety Partnership which gives the Constabulary a source of governance and operational structure to highlight any changes around anti-social behaviour. Hotspot policing and immediate justice are going to be new forms of interventions

available to agencies around the zero-tolerance approach which the Constabulary will feed in through the Community Safety Partnership and Neighbourhood Improvement Board. Norfolk is attempting to identify visibility hotspots, Safer Streets hotspots and anti-social behaviour hotspots, and the Community Policing Team has recently conducted a great piece of work around tackling anti-social behaviour within Norwich city centre. The PCC asked if anti-social behaviour is an urban issue only. The DLPDU confirmed that all seven authority areas have an Operational Partnership Team, however Norwich was the recipient of the additional resource of a Community Policing Team. Furthermore all 49 neighbourhoods have allocated Beat Managers who work to identify what the neighbourhood priorities are, and anti-social behaviour will be featuring in those with local problem solving available to all.

12. Emerging Operational/Organisational Risks

- 12.1 The CC noted that the Constabulary are monitoring the local impact of events in the Middle East. The CC confirmed there were pro-Palestinian protests in Norwich city centre and the Constabulary anticipates further protests. The CC identified that there is concern amongst the Norfolk Jewish community, so the force is seeking to engage with them as appropriate. The CC stated that it is a very sensitive and difficult time, and the force is following national guidance that is being set by the NPCC, however it is too early to predict what the impact will be in Norfolk. The PCC asked whether pro-Hamas protests would be illegal. The CC confirmed that would be the case.

13. Any Other Business

- 13.1 The PCC confirmed that the PCC Accountability Meeting scheduled for March 2024 will now be cancelled in light of PCC elections and the force's preparation ahead of the HMICFRS PEEL Inspection of Norfolk Constabulary.

14. Date of Next Meeting

- 14.1 The next PCC Accountability Meeting is scheduled to take place on Tuesday 30 January 2024 at 10:00am in the Office of the Police and Crime Commissioner's Conference Room, Building 7, Falconers Chase, Wymondham.

A handwritten signature in blue ink, appearing to read 'Giles Orpen-Smellie'.

Giles Orpen-Smellie
Police and Crime Commissioner

A handwritten signature in black ink, appearing to read 'Paul Sanford'.

Paul Sanford
Chief Constable



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2024

SUBJECT:

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

SUMMARY:

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

RECOMMENDATION:

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

An overview for each section is provided in Appendix A

PILLAR 1 SUSTAIN NORFOLK CONSTABULARY

Maintaining an Effective and Efficient Policing Service

This report is the summary forecast position as at 30th September 2023. The total Group Revenue Budget is forecast to overspend by £1.194m (0.60% of net revenue budget). The high-level summary is as follows:

	Budget	Forecast	Over(-)/Under	
	2023/24		spend	
	£000	£000	£000	%
Officer of the Police and Crime Commissioner	1,323	1,215	108	8.16%
PCC Commissioning (net)	1,336	1,228	108	8.08%
Chief Constable Operational Spending	214,271	215,683	(1,412)	(0.66%)
Transfer from Reserves	(2,522)	(2,522)	0	0.00%
Chief Constable Operational Spending (net)	211,749	213,161	(1,412)	(0.67%)
Capital Financing	7,123	7,123	0	0.00%
Transfer from reserves	(987)	(987)	0	0.00%
Capital Financing (net)	6,136	6,136	0	0.00%
Contribution to Reserves	150	150	0	0.00%
Specific Home Office Grants	(20,840)	(20,840)	0	0.00%
Total	199,854	201,050	(1,194)	(0.60%)

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

The Constabulary Revenue Budget forecast outturn is an overspend of £1.412m (0.67% 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	177,204	178,874	(1,670)
Other Employee Costs	1,994	2,275	(281)
Property Related Costs	19,603	20,112	(509)
Transport	3,773	3,704	69
Supplies and Services	16,388	17,253	(865)
Third party payments	3,570	3,603	(33)
Corporate	(166)	(166)	-
Income	(8,095)	(9,972)	1,877
Total	214,271	215,683	(1,412)

Table 2: The Constabulary's revenue budget as at 30th September 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	3.078		
Table A – schemes approved for immediate start 1 April 2023	8.792		
Total Capital Programme	11.870	11.595	0.275
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.374		
Total	15.244		

Table 3: Capital Budget and Forecast expenditure.

- The current total approved Capital Programme is £11.870m including slippage from 2022/23 of £3.078m and transfer of £3.540m from Table B in respect of Bethel Street Police Station (£3.500m), Project Server (£0.032m), SARC improvements (£0.008m), ICT Back Up solution (£0.221m) and Hethersett Old Hall Professional Development Centre (£1.068m).

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	1,812	1,742	1,694	4.0%	7.0%
	Police officer strength	1,829	1,784	1,734	2.5%	5.5%
	Establishment for Staff	1,374	1,339	1,303	2.6%	5.4%
	Staff strength	1,308.3	1,279.2	1,226.3	2.3%	6.7%
	% hours lost to sickness for Police Officers	4.0%	5.5%	5.0%	-1.5p.p	-1.0p.p
	% hours lost to sickness for Staff	4.2%	5.5%	5.2%	-1.3p.p	-1.0p.p

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

The date range for the Last 12 months was 01/10/2022 – 30/09/2023. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- Police Officer strength at the end of September 2023 was 1840.3.
- By the end of September 2023, 14 transferees had been appointed since the beginning of the financial year.
- The constabulary has planned to recruit 100 new Police Officers in the 2023/24 financial year, 40 on the Degree Holder Entry Programme (DHEP) and 60 on the Police Constable Degree Apprenticeship (PCDA).
- There are two uplift checkpoints in the year which are monitored monthly to ensure targets are maintained. These figures continue to fluctuate to adapt to the movement in leaver rates, career breaks, transferees, and secondments.
- Sickness absence for Police Officers in the last 12 months has been lower than the previous 12 months and is 1.0 percentage point 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 1.0 percentage point below the long-term average.
- A report outlining the wellbeing support services that are provided for officers and staff has been submitted to the Police & Crime Commissioner for the Strategic Governance Board meeting on 3rd October 2023. Additionally, a wellbeing support update will be given verbally at the Independent Advisory Group (IAG) meeting on 7th November 2023.

Equipping all the Workforce with Modern and Innovative Tools and Technology

ICT/Digital Update

- 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 continues on the new backup solution with good progress being made to deliver it by year-end.
- On the national and regional delivery side of ICT solutions, the ICT teams have been heavily involved in delivering the 5-Force Digital Asset Management System (DAMS) to store, analyse and index digital media in a single repository, where assets include CCTV, Body Worn Video, Smartphone footage, digital interview recordings and dashcam footage.
- Athena (the 9-force crime, custody, and intelligence management system) have confirmed a revised go-live date of Q1 2024 for the new Digital Case File (DCF) release.
- There has been a four-month delay to the start of UAT4 for the 7-Force Wet Digital Case Management solution (Nimbus), with a revised go-live date of October 2024.
- Testing of new developments and user requested modifications continues for the OPTIK mobile frontline system.

Fleet Update

- An Electric Vehicle and Infrastructure consultancy tender has been awarded to Cenex Consultancy Services Limited, with the consultancy commencing on 30th October 2023. The final report will be available on 31st January 2024. The consultancy will provide a strategy that includes electric vehicles and infrastructure, with implementation and phasing plans and costs, considering transition timescales, priorities, challenges, and alternative/advanced fuels.
- The County Policing Command (CPC) Response vehicle fleet is part-way through a refresh programme. The new vehicles are the latest Peugeot 308 SW Active Premium with automatic transmission. The Constabulary will continue with diesel engines for response vehicles until the outcome of the electric vehicle consultancy and internal governance is concluded.
- A new telematics and dashcam contract commences on 1st November 2023 with the current supplier Airmax Remote. Telematics data is being proactively used to monitor driver behaviour and reduce road risk. This continues to be monitored by the Driver Standard Group which is chaired by the Assistant Chief Constable for Protective Services, with key stakeholder membership from Driver Training, Professional Standards, Transport Services, Roads and Armed Policing, County Policing Command and the Norfolk Police Federation.
- The roll-out of new Volvo V90 Estate Dog Unit response vehicles should complete in March 2024, supplementing the fleet of Skoda Superbs which are already in use.

- Issues continue to be experienced with the supply of vehicle components. This is being proactively managed through meetings with manufacturers.

Achieving Best Value from Police and OPCC funding

- His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) assesses police forces across England and Wales under the Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspection programme. A model of continuous assessment has been adopted to achieve a broader and more comprehensive understanding of force performance.
- The Constabulary was last subject to a PEEL inspection between June 2021 and June 2022, with HMICFRS publishing their findings report in October 2022. A copy of the inspection report, along with the PCC’s section 55 response which includes the Chief Constables comments, can be found on the Office of the Police & Crime Commissioner for Norfolk’s website: [Inspections | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/inspections)
- 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		

- In addition to awarding these gradings, HMICFRS set the Constabulary eleven Areas for Improvement (AFIs). The progress that the Constabulary continues to make to address these is monitored through a monthly meeting chaired by the Deputy Chief Constable. HMICFRS will re-inspect these AFIs as part of our 2023 – 2024 PEEL assessment process.
- The Chief Constable provided the Police and Crime Commissioner (PCC) with an update about the progress being made against each AFI at the PCC’s Accountability Meeting on Wednesday 5th July 2023.
- In October 2023 Andy Cooke, His Majesty’s Chief Inspector of Constabulary, wrote to the Chief Constable confirming the dates of our next PEEL inspection. The field inspection stage of our assessment will take place in April 2024 and our final report is expected to be published in August 2024.
- In this period HMICFRS have published six new national thematic reports:
 - PEEL spotlight report - Police Performance: Getting a grip.
 - State of Policing - The Annual Assessment of Policing in England and Wales 2022.
 - An inspection of how effective police forces are in the deployment of firearms.

- An inspection of the police contribution to the prevention of homicide.
- An inspection of race disparity in police criminal justice decision-making.
- A review of the police service's leadership and governance arrangements for race-related matters.
- Although Norfolk Constabulary was not one of the focus forces for any of these inspections, the outcome reports include recommendations and AFIs which are addressed to all forces and Chief Constables in England and Wales.
- The Constabulary has accepted all the recommendations and AFIs that have resulted from these national thematic reports and has assessed its position against each. Where necessary a plan has been developed to achieve the standards outlined within the timescales set by HMICFRS.
- Where required under Section 55 of the Police Act (1996), the Chief Constable has provided the Police and Crime Commissioner with a response for each recommendation made by the inspectorate.

Delivering an Effective Estate Management Strategy

Key Estates Projects

- Norwich City Police Station refurbishment – Works have now commenced on site with MJS Projects (March) Ltd. Works and operational fit out will complete in Autumn 2024.
- Hethersett Old Hall Professional Development Centre – Works have commenced on site with RG Carter (Cambridge) Ltd to refurbish the former nursery and junior school blocks into new training accommodation. Works and operational fit out will complete in April 2024.

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 which will enable Beat Managers to have desk space within a secure environment on the area they police. Agreements are being finalised with Norfolk County Council for these proposed shared sites.

Property Disposal

- Outline planning permission for residential use is being sought on the surplus former Acle and Sprowston Police Station sites.
- The Police and Crime Commissioner has accepted an offer (subject to contract) for the former Swaffham Police Station site. This is now in the hands of respective solicitors.

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 published on the Office of the Police and Crime Commissioners website.

- A new Biodiversity Action Plan 2023-2030 has been approved and has been published on the Office of the Police and Crime Commissioners website.

Designing Policing Services to 2030 and Beyond

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

- ‘Operation Discovery’ - A pilot aimed at improving the timeliness and quality of crime investigations was launched in June 2022 in the King’s Lynn and Breckland Districts. The pilot established a new team operating structure with a dedicated uniform Inspector, a Sergeant, and 7 Police Constables drawn from the Response function.
- Alongside this restructure, the Horizons team have developed innovative management information drawn from the Athena Crime system. The combination of these two aspects has revolutionised crime investigation and performance.
- The success of the Op Discovery pilot led to a business case being approved in April 2023 to deliver District Crime Units (the business-as-usual name for Op Discovery) across the county. Now all seven districts have District Crime Units, ranging from a minimum of 1 Sergeant with 3 Police Constables, to a maximum of 1 Sergeant and 8 Police Constables.
- As a result of this new approach investigations are being completed in a timelier manner and we have seen improvements in positive outcomes (crimes that are solved) across the county. Norfolk is currently one of the best performing constabularies in the country with regards to our positive outcome rates.
- A team has been set up to monitor and track the ongoing benefits of the Op Discovery as it becomes ‘business-as-usual’.
- ‘Rapid Video Response’ (RVR) – RVR is a pilot which sees crime complaints being taken through video meetings held with victims. The caller is given the option to talk to a police officer by video appointment at a time and day suitable to them. The pilot was launched in October 2022 and since its inception over 1700 appointments have been completed. Public satisfaction with the service continues to be high, with users of the service consistently scoring it 4.8 out of 5, and eight out of ten people indicating that they would use the service again if they had to report a similar matter.
- The RVR pilot has been extended and work is ongoing to explore how the methodology can be used to provide other services to the public.
- ‘Right Care Right Person’ (RCRP) - RCRP is a national partnership initiative between Police, Health, and Social Care, aimed at ensuring that the most appropriate agency deals with health-related incidents. The first phase of implementation in Norfolk is planned to go-live in early 2024. The Constabulary is working with partners to prepare for this change in approach through regular consultation, sharing data, and the delivery of Task and Finish groups.

- The Drone Development Project is leading the delivery of two workstreams regarding the use of drones in policing:
 - The Beyond Visual Line of Sight (BVLOS) project is a trial focusing on the national Drone First Responder (DFR) concept governed by the National Police Chiefs Council (NPCC), with funding from the Home Office. It aims to establish a national Operational Safety Case agreed by the Civil Aviation Authority (CAA) for police flying drones out of the sight of the pilot using technology to assist them flying from a remote environment. The project is currently in the planning stages to establish the best way to conduct trialling and testing of DFR in Norfolk. If successful, the introduction of DFR using BVLOS piloting will enable the force to deploy a drone quickly from a strategic location to provide early information, and where necessary capture of video evidence to assist with operational requirements.
 - The Norfolk Drone Training Academy (NDTA) launched in 2022 to provide a police-led drone training service for all police forces, public bodies, and government agencies. Based at Hethersett Old Hall Professional Development Centre the NDTA has so far delivered courses to trainees from twenty police forces and four other public bodies. The local project team are also working with the NPCC on the development of its national training strategy to unify standards for police drone pilot training across the country.

Continued Collaboration with Other Blue Light Services

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

Appendix A - Overviews for each section of Pillar 1

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

Overview

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

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

Equipping all the Workforce with Modern and Innovative Tools and Technology

Overview

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

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

Delivering an Effective Estate Management Strategy

Overview

The Constabulary will provide an update on:

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

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

Designing Policing Services to 2030 and Beyond

Overview

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

- The team as part of their change and improvement work, which covers projects over both short and long term, will develop the Constabulary's 2030 strategic approach.

END.

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



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2024

SUBJECT:

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

SUMMARY:

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

RECOMMENDATION:

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

An overview of each pillar is provided in appendix A

PILLAR 2: VISIBLE AND TRUSTED POLICING

Improving public trust and confidence in policing

Public Perception Surveys

Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Visible and trusted policing	Public Perceptions: Police doing an excellent/good job	86%	84%	2pp
	Public Perceptions: I have confidence in the police in my local area	81%	76%	5pp
	Public Perceptions: Deal with crime/ASB that matter	62%	54%	8pp
	Public Perceptions: Understand issues that affect your community	67%	60%	7pp
	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 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022.

- There have been further 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 that affect 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.
- During this reporting period there has been some adverse media coverage in relation to incidents affecting the Constabulary. Pleasingly, these do not appear to have negatively impacted on public perceptions of policing in Norfolk.
- 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 12-month period.
- On 20th July 2023 the Office for National Statistics (ONS) published the Crime Survey for England and Wales (CSEW) Public Perceptions Survey results for the twelve months to March 2023. This is the first dataset published since March 2020 when the in-person surveys were paused due to Covid. The survey results will now be published quarterly. The survey found the following:
 - Norfolk Constabulary ranked 1st in the Country for the percentage of the public agreeing that the local police can be relied on to be there when you need them.
 - Norfolk Constabulary ranked 1st in the Country for the percentage of the public who agree that the local police treat everyone fairly, regardless of who they are.

- Norfolk Constabulary ranked 3rd in the Country for the percentage of the public who agree that the local police are dealing with the things that matter most in their community.
- Norfolk Constabulary ranked 3rd in the Country for the percentage of the public who, when taking everything into account, have confidence in the police in their area.
- Norfolk Constabulary ranked 1st in the Country for the percentage of the public who rated their police force as good or excellent when asked how good a job the police are doing in their area.
- We attribute these very positive outcomes as being the direct result of our focus on achieving exceptional service in the core functions that the public expect us to deliver well.

Complaints and Conduct update

Area	Indicator	Last 12 months	Previous 12 months
Visible and trusted policing	PSD data complaints	389	449
	PSD data complaints documented within 2 working days	74.6%	87.6%
	PSD data complaints complainant contacted within 10 working days	77.4%	78.8%
	PSD data complaints time to resolve - Schedule 3 only (average in working days)	90	75
	PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	46	44
	PSD complaints finalised where service provided not acceptable	95	76
	Reviews upheld	15	14
	Chapter 13 letters	13	3
	PSD conduct cases	90	53
	Misconduct hearings	8	3
	Misconduct meetings	8	7
	Police Appeals Tribunal	0	1

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 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022.

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

- In the reporting period 389 public complaints were received. This is a decrease of 13% compared to the previous 12-month period.
- 74.6% of complaints were logged within two working days, and 77.4% of complainants were contacted within ten working days. Contact times are similar to those in the previous 12-month period.
- This reporting period has seen a fall in the number of complaints that were documented within two working days. This can be attributed to reduced resources within the Professional Standards Department (PSD) Complaints Management Unit for a short period of time. This has been addressed and pending ongoing staff training, this figure should improve moving forward.
- There has been an increase in the average number of days taken to resolve a Schedule 3 complaint, increasing from 75 days in the previous 12-month period to 90 days in the last 12-month period. This can be attributed to an increase in PSD staff workloads and the increased complexity of some ongoing cases.
- In 95 of the 389 (24.4%) 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 by PSD to identify trends and seek solutions. PSD are also in the process of updating the outcome document used by officers. This should improve the timeliness of the quality assurance process.
- 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 PSD oversaw the production of thirteen 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 criminal case will take primacy. If 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

- In the last 12 months reporting period 90 conduct cases were recorded. In the previous 12-month reporting period 53 conduct 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 and the consequences of such behaviour.

This also provides officers and staff with an opportunity to learn from the mistakes of their colleagues.

- 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 eight Norfolk cases which are scheduled for misconduct meetings.

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	97	118	116.67	-17.8%	-16.9%
	Effective strength for Beat managers	88	108	107.88	-18.5%	-18.4%
	Effective strength for Beat managers (% of establishment)	90.7%	91.5%	92.5%	-0.8p.p	-1.8p.p
	Establishment for Sergeants	148	147	137	0.7%	8.0%
	Effective strength for Sergeants	144.13	131.35	130.32	9.7%	10.6%
	Effective strength for Sergeants (% of establishment)	97.4%	89.4%	95.1%	8.0p.p	2.3p.p
	Establishment for Local Policing Neighbourhood Sergeants	13	14	14	-7.1%	-7.1%
	Effective strength for Local Policing Neighbourhood Sergeants	13.49	15.49	14.1	-12.9%	-4.3%
	Effective strength for Local Policing Neighbourhood Sergeants (% of establishment)	103.8%	110.6%	100.7%	-6.8p.p	3.1p.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 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022

- In this reporting period the establishment for Beat Managers has reduced from 118 to 97. 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 147 to 148. This figure includes the Local Policing Neighbourhood Sergeants who provide direct supervision to Beat Managers.
- In the last 12-month the Local Policing Neighbourhood Sergeant establishment has reduced by one post, from 14 to 13. 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 Neighbourhood Policing Improvement Board, led by the Community Safety Superintendent, ensures the seven pillars of Neighbourhood Policing as defined

by the College of Policing are being addressed. This Improvement Board is overseeing the development of a Neighbourhood Policing Performance Framework which is based on a new set of measures that have been introduced through the National Police Chief's Council.

- Throughout the summer of 2023 the Community Policing Team have supported 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.

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	Park Walk Talk Engagements	8,556	8,019	6.7%
	Targeted Activity Engagements	4,564	2,293	99.0%
	Community Meeting Engagements	1,041	627	66.0%
	Neighbourhood Engagements	2,311	10	23010.0%
	Public Event Engagements	904	384	135.4%
	Vulnerable or Diverse Communities	817	4	20325.0%
	Children and Young People Engagements	1,067	7	15142.9%
	Engagement Surgery	586	0	N/A
	Recruitment Event Engagements	26	38	-31.6%
	Independent Advisory Group Engagements	57	0	N/A
Crime Prevention	10	0	N/A	

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

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022.

- Visibility and engagement continue to be delivered through many different approaches.
- Effective engagement helps Neighbourhood Policing teams to identify local policing priorities and develops organisational understanding of community tensions.
- Officers record their engagement activity on the Engagement Application. The categories on the application were amended in October 2022 with some categories being decommissioned, and new categories created.
- With 12 months' worth of data now available for the revised categories, Table 8 has been amended to report only these categories, removing categories that have been decommissioned and other data which was drawn from sub-categories and tabs available on the application. This should be taken into consideration when comparing data from the most recent 12-month period against data from the previous 12-month period, which was collated prior to the categories changing.
- Most recently there has been the addition of a Crime Prevention category, which was added in August 2023. Levels for this reporting period are therefore low and are expected to increase in future reports.

- The force’s Engagement Plan, which was launched in October 2022, provides officers with 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 also account for the reductions seen in some categories.
- The new Neighbourhood Policing Performance Framework which is being introduced will require each District to produce bespoke engagement plans on a quarterly basis.

Local Communication Officer update

- The Constabulary provides regular updates to communities about crimes, incidents, and local policing activity through its many digital channels.
- Local Communication Officers (LCOs) are based in each of the four policing commands. They 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 local as possible.
- LCOs can judge where best to publicise police activity to make sure that it is promoted in the right place to reach the most appropriate audiences. 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.
- Social media channels are a two-way platform and LCOs regularly engage with members of the public through these platforms, responding to direct messages and getting people information they need, passing messages on to officers or signposting people to other agencies where necessary. The team also interact via comments on posts, responding to concerns or setting the record straight 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 tables below show the number of followers, the number of posts published, and the reach that these posts achieved, for each District Facebook and ‘X’ (formerly Twitter) account in the reporting period 1st July 2023 to 30th September 2023. For the number of followers, the figures in brackets are the increase or decrease seen from the previous reporting period (1st April 2023 to 30th June 2023).

Facebook Performance July 2023 to September 2023			
District account	Number of followers	Published posts	Post reach
Breckland	6.3k (+316)	37	98.4k
Broadland	5.8k (+293)	59	121.2k

Great Yarmouth	7.3k (+315)	54	241.4k
King's Lynn	8.2k (+824)	59	624.6k
North Norfolk	6.9k (+237)	31	70k
Norwich	4.4k (+195)	72	140.6k
South Norfolk	5.6k (+130)	62	109.4k

Table 9: Facebook account performance by policing district for the period 01/07/2023 to 30/09/2023.

X (formerly Twitter) Performance July 2023 to September 2023			
Account	Followers	Published posts	Post impressions
Breckland	6k (-6)	34	22k
Broadland	4.7k (-3)	52	28k
Great Yarmouth	6.3k (+14)	64	55k
King's Lynn	12.6k(-23)	49	117k
North Norfolk	6k (+51)	47	30k
Norwich	20k (+195)	95	171k
South Norfolk	6k (+130)	61	48k

Table 10: 'X' account performance by policing district for the period 01/07/2023 to 30/09/2023.

- Findings from the 2022 review of our online accounts showed our best performing accounts shared fewer posts, but increased their reach and engagement, supporting the quality over quantity approach.
- The Constabulary recognises that not all communities will be reached via digital channels, and LCOs will use more traditional methods of communications, such as posters, newsletters, and leaflets to update communities, especially in our more rural areas. A Communications Toolkit allows LCOs and Beat Managers to easily produce material and ensures that we have a consistent approach for the design of our communications.

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

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	432,755	415,998	441,110	4.0%	-1.9%
	999 calls	136,590	120,537	113,304	13.3%	20.6%
	% 999 calls answered within 10 seconds	88.6%	86.0%	89.0%	2.6p.p	-0.4p.p
	101 calls	296,165	295,461	327,806	0.2%	-9.7%
	Average time to answer 999 (in seconds)	6	6	6	0 seconds	0 seconds
	% Emergencies in target - County	84.4%	87.8%	89.3%	-3.4p.p	-4.9p.p
	% Emergencies in target - Urban	86.5%	89.6%	91.1%	-3.1p.p	-4.6p.p
	% Emergencies in target - Rural	82.2%	85.9%	87.4%	-3.7p.p	-5.2p.p
	Average time to attendance for B1 (HH:MM:SS)	01:56:34	01:07:43	Data not available	72.1%	Not applicable
	Average time to attendance for B2 (HH:MM:SS)	18:01:41	23:49:58		-24.4%	
	Average time to attendance for C (HH:MM:SS)	52:19:01	42:27:03	27:58:01	23.2%	87.1%
	Average time to attendance for Diary apps (HH:MM:SS)	102:35:45	96:29:12	66:56:07	6.3%	53.3%
	% calls addressed through phone resolution	36.0%	30.2%	32.0%	5.8p.p	4.0p.p

Table 11: Call Handling and Emergency Response.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- 999 call demand continues to rise and is 13.3% higher than the previous 12-month period and 20.6% higher than the long-term average. This rise continues to put pressure on the average time to answer calls and attendance times.
- Despite the increase in 999 demand the last 12-month 999 Service Level Agreement (SLA) performance has improved by 2.6% compared to the previous 12 months and the average time to answer has stabilised at 6 seconds. This is because the benefits of the modernisation programme are taking effect and it is predicted that further improvements will be seen in the next quarter, with the Constabulary having an SLA of 90+% for the last 12 months.
- Since January 2023 the Contact and Control Room (CCR) has delivered a 90% SLA, with the exception of June 2023 when the SLA dropped to 88.9%. June 2023 was the busiest month on record with 14,865 999 calls received compared to 11,760 999 calls received in June 2022, which explains the dip in 999 performance.
- Analysis of pre-Covid (2019) data and 2022 data has provided an insight to the call categories with the largest increases, which are 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 20.6%.

- 101 call demand has shown a modest increase of 0.2% over the last 12 months but has reduced by 9.7% compared to the long-term average as we continue to see growth across our on-line reporting channels.

Active Promotion of National and Local Campaigns across the County

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

July 2023

- Safe Rider Scheme – Celebrating 25 years of the partnership project which aims to reduce motorcyclist casualties.
- #YesPolice - Recruitment campaign activity.
- Commercial Vehicle Week – A national campaign targeting businesses and trades.
- Labour Exploitation – Promoting a partnership campaign led by the Gangmasters & Labour Abuse Authority.

August 2023

- Op Radium – Vigilance messages in response to local courier fraud incidents.
- National Police Chiefs Council Drink and Drug driving campaign.
- Roads and Armed Policing Team (RAPT) action day in Downham Market – 40 vehicles stopped which resulted in five arrests.
- #YesPolice - Recruitment campaign activity.
- #YouAreNotAlone – Summer safeguarding campaign promoting support for victims of sexual abuse

September 2023

- National Police Chiefs Council Vulnerable Road Users campaign highlighting dangers faced by pedestrians, cyclists, motorcyclists, and horse riders.
- Community Speed Watch Action Day – more than 400 vehicles recorded speeding across the county during day of action on 14th September.
- Operation Close Pass – Highlighting dangers of driving too close to cyclists.
- Messaging around Modern-Day Slavery to raise awareness and promote the national reporting line.

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

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

Delivering Accessibility through Active and Focused Engagement in our Communities

Overview

- Effective engagement and consultation are key to helping to maintain and enhance public confidence and satisfaction in policing.
- This section provides an explanation of the work ongoing to identify and record engagement opportunities.
- In addition, there is a summary of the proactive work being undertaken by the Local Communication Officers.
- The data table will allow the Constabulary to show over time the significant volume of the engagement work being undertaken.

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

Overview

- The Contact and Control Room (also called the CCR) is a highly complex environment that acts as the single point of contact for all emergency and non-emergency calls/on-line contact from the public.
- Whilst the telephone is still the primary means of choice for callers (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 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 – January 2024

SUBJECT:

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

SUMMARY:

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

RECOMMENDATION:

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

An overview of each pillar is provided in appendix A

PILLAR 3: TACKLING CRIME

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Domestic abuse crimes	11,441	13,911	13,500	-17.8%	-15.3%
	Solved	1,306	1,435	1,327	-9.0%	-1.6%
	- % solved	11.4%	10.3%	9.9%	1.1p.p	1.5p.p
	Charged	1,049	1,196	1,099	-12.3%	-4.5%
	- % charged	9.2%	8.6%	8.2%	0.6p.p	1.0p.p
	% where victim not ready to engage	63.6%	59.9%	59.9%	3.7p.p	3.7p.p
	% where investigation not possible	0.8%	0.7%	0.7%	0.1p.p	0.1p.p
	% of all crime	18.3%	20.2%	20.3%	-1.9p.p	-2.0p.p
	Arrest rate	33.4%	28.2%	27.0%	5.2p.p	6.4p.p
	Rape and Serious Sexual offences	2,484	2,771	2,452	-10.4%	1.3%
	Solved	219	159	178	37.7%	23.0%
	- % solved	8.8%	5.7%	7.3%	3.1p.p	1.5p.p
	Charged	186	135	156	37.8%	19.2%
	- % charged	7.5%	4.9%	6.4%	2.6p.p	1.1p.p

Table 12: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- Volumes of domestic abuse have decreased in the last 12 months compared to the previous 12 months (-17.8%) and have decreased when compared with the long-term average (-15.3%). The Office for National Statistics (ONS) is expected to release an updated overview of Domestic Abuse in England and Wales in November 2023 which will indicate whether or not this reduction is consistent with the national picture.
- The rate of solved domestic abuse crimes has increased since the previous 12 months and long-term average and is now at 11.4%. This value is consistent with that seen in the previous quarter. 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 by 10.4% (a decrease of 287 crimes) compared to the previous 12 months, some of which is likely to relate to changes in Home Office counting rules.
- Solved rates and Charge rates of Rape and Serious Sexual offences have seen an increase since the previous 12 months and long-term average. While solved rate remains above the last 12 months and the long-term average, it is slightly reduced from July's figure of 9%, while the charge rate has remained at 7.5%. Again, we ascribe this increase to our ongoing continuous improvement work.

Ongoing workstreams linked to VAWG Strategy:

- Work continues to embed the national Operation Soteria principles into Rape and Serious Sexual Offence (RaSSO) investigations. The Constabulary is confident that 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 that are 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. Victim feedback has led to changes in training that is delivered to officers to promote improvements in practice.
- The Constabulary is 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. Despite the expected reduction in case submissions over the busy summer period officers have maintained a steady flow of cases to CPS.

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)	172	230	Data not available	-25.2%	Not applicable
	Serious & organised crime disruptions (Disruptions recorded against scored OCGs only)	94	96		-2.1%	

Table 13: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs).

The date range for the Last 12 months was 01/10/2022 – 30/09/2023. The date range for Previous 12 months was 01/10/2021 – 30/09/2022.

Area	Indicator	September 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	10
	MODERN SLAVERY AND HUMAN TRAFFICKING	2	2
	ACQUISITIVE CRIME	1	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	9	9
	MODERN SLAVERY AND HUMAN TRAFFICKING	2	2
	ACQUISITIVE CRIME	1	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	0	0

Table 14: Live Serious and Organised crime threats (Tactical vulnerabilities/Priority individuals and scored Organised Crime Groups). The date range for the Last 12 months was 01/10/2022 – 30/09/2023.

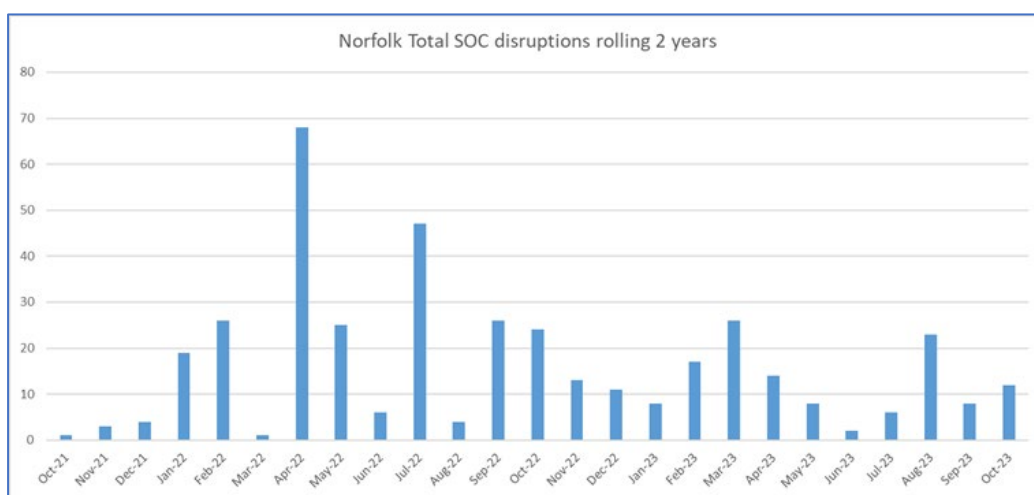


Table 15: Norfolk SOC disruptions for the period 01/10/2021 – 31/10/2023

Serious and Organised Crime (SOC) update

- Organised Crime Groups (OCGs) are disrupted and dismantled using a ‘4P’ approach – Prepare, Prevent, Protect and Pursue.
- Whilst the number of SOC disruptions fluctuates each month, Norfolk Constabulary is undertaking a program of work to improve how it records disruptions in line with the Area for Improvement (AFI) identified by HMICFRS when they undertook an inspection of our response to serious and organised crime in 2022.
- The predominant primary crime-type remains drugs, however poly-criminality is identified in most Organised Crime Group (OCG) investigations.
- Training for Lead Responsible Officers (LROs) has been refreshed with all LROs receiving a training update led by the Home Office. Recording of SOC disruptions

is beginning to improve and further improvements are expected over coming months.

- Further development around the wider '4P' approach is progressing, with disruptions under Protect, Prevent, Prepare as well as Pursue.
- During the reporting period key SOC disruptions have included:
 - Six nominals entering guilty pleas to cocaine supply with an additional nominal having left the country to avoid trial. A warrant has been issued for his arrest. The total for cash seizures was approximately £22,000 and an application for forfeiture is being pursued.
 - Arrest of an OCG nominal with associated £11,000 cash seizure and £5000 motorcycle seizure, leading to charge and remand.
 - Officers executed a Section 8 Police and Criminal Evidence (PACE) Act warrant at the home address of a significant nominal. Upon arrival officers witnessed and captured on Body Worn Video another nominal placing a bag in the rear of a vehicle parked on the driveway. The bag was subsequently seized and found to contain a bulk amount of pressed cocaine. Three nominals, including the principal subject, were found inside the address cutting up cocaine. A case was found which contained approximately £4000 worth of cocaine and deal bags. In total £10,000 cash and nearly 400g of cocaine was seized. All three have been charged with being Concerned in Supply of Cocaine and Possession of Criminal Property and have been remanded in custody.
 - A principle OCG subject and another nominal were seen off-loading a holdall bag into a caravan which was being towed by a further nominal. The caravan was stopped by officers and the holdall was recovered, which contained a sealed 1kg block of cocaine and a separate ounce of cocaine. Several thousand pounds of cash was seized. All subjects have been charged and remanded for being Concerned in Supply of Class A Drugs, Possession of Criminal Property and Possession of Cannabis.

Fraud Investigation update

- The Constabulary continues to scope the potential, subject to resource considerations, for creating a Fraud Assessment Unit. This would provide investigative support for serious and complex fraud offences, and to triage and advise on volume fraud offences. At present there is a dedicated Detective Sergeant who completes this role, co-ordinating and advising to ensure that the Fraud Investigation Model (FIM) is embedded, and victim outcomes are improved.
- 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 the 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.

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	16	15	Data not available	6.7%	Not applicable
	Possession with intent to supply - arrests	285	261	322	9.2%	-11.5%
	Concerned in supply of controlled drugs - arrests	336	290	380	15.9%	-11.6%

Table 16: 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 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- At the end of September 2023 there were eighteen identified County Lines in Norfolk, which have been assessed based on associated risk factors as either a Tier 1 (seven) line or a Tier 2 (eleven) line. Eighteen lines represents a reduction on the last period, and it follows further significant enforcement activity, reflected in Table 16 above.
- Disruption of County Lines continues to be prioritised according to known or suspected risk factors, such as using children to supply drugs. Those lines identified as having the greatest risk score are the Tier 1 lines.
- Whilst the long-term trend for the number of identified County Lines continues to reflect a significant decrease, that figure regularly fluctuates and will be affected by factors other than police activity.
- Development work regularly highlights new County Lines operating in Norfolk or the re-emergence of previously known lines. This presents opportunities to understand how the line operates and to evidence who the subjects controlling the supply of drugs are, therefore, a proportionate rise in the total would not necessarily be a negative indicator.
- The volume of County Lines closed remains relatively stable when comparing the last 12-month period with the year prior. To date, 93 lines have been closed and 157 people have been charged in connection with running County Lines in Norfolk.
- Sentencing for those convicted to the end of the reporting period totals over 380 years in custody, with cash seizures in excess of £170,000. Drugs and weapons are regularly being recovered during enforcement activity both in Norfolk and out of the county. Enforcement continues in partnership with other law enforcement agencies, most notably with the Metropolitan Police under Operation Orochi for London-based drug networks.
- The targeted investigation model adopted continues to proactively identify and target those County Lines operating in Norfolk, with a clear focus on those ‘upstream’ from the ‘street level’ individuals who are involved in end-user

supply, who are often vulnerable adults and youths. This model allows the investigation team to focus on the ‘line holder’ who often holds a coordination role, directing others, in efforts to avoid incarceration and reprisal from their criminal conduct.

- Whilst there remains a place for the use of traditional ‘Possession with Intent to Supply (PWITS)’ arrests, depending on the circumstances, the County Lines Operation Orochi model focusses on building ‘Concerned in the supply of drugs’ offences, which is reflected in the reduction of PWITS arrests against the long-term average and the increased number of arrests for the latter offence type.
- The adulteration of drugs with powerful synthetic opioids, often a type called nitazenes, is rising nationally and presents a significant emerging threat to public health. Norfolk Constabulary works closely with health partners and intervention specialists at Change, Grow, Live, to share information quickly about drugs overdoses and to plan a joined-up response to mitigate this risk.
- Cases have been identified where synthetic opioids are believed to have been present in drugs supplied in the county and overdoses have occurred. Expediated investigations to establish the supply line has led to two County Lines being closed and the line holder charged and remanded in this latest period.
- Norfolk Constabulary remains committed to continuing to work closely with partner agencies to support the rehabilitation of drug users aiming to reduce drug use and associated demand for the product. Work to prevent the exploitation of children and vulnerable adults is pivotal. When children are identified as being involved within a County Lines investigation, a collaborative approach is taken between the Constabulary’s County Lines Team and Multi Agency Child Exploitation (MACE) team. Working in this way allows engagement with partner agencies including Children’s Services and Education to work towards interventions that support the ongoing safeguarding of young people.

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	128	208	239	-38.5%	-46.4%
	Farm machinery thefts	27	27	27	0.0%	0.0%
	Livestock worrying incidents	8	12	10	-33.3%	-20.0%

Table 17: Hare coursing, Livestock worrying incidents and Farm machinery thefts.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- Hare Coursing – There have been continued reductions in the number of hare coursing incidents reported by police. Unseasonably wet weather over the past twelve months has made some fields inaccessible to this kind of activity. Pro-active, rural crime patrols regularly take place in areas identified as hotspots for hare coursing.

- Farm machinery thefts – The Operation Randall team work with the National Rural Crime team to identify opportunities to recover stolen machinery located overseas. The team have completed a number of crime prevention visits to farms that have been previously targeted for thefts aiming to prevent repeat victimisation.
- Livestock worrying – Figures remain low in the county. A national project (Operation Recall) has launched which will support the Norfolk team in educating the public and making perpetrators understand the impact of the crime on individuals.
- The work of the team is underpinned by close partnership links across all areas of Rural Policing coupled with an effective engagement plan which enables early identification of developing issues.

Appendix A - Overviews for each section of Pillar 3

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

Overview

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

Building Trust and Confidence

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

Relentless Pursuit of Perpetrators

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

Safer Spaces

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

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

Overview

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

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

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

Overview

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

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

Overview

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

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

A quick summary of these tactics:

- Community Protection Warning (CPW) – a formal warning by officers to a perpetrator stating that a *Community Protection Notice* will be issued if the behaviour continues.
- A Community Protection Notice (CPN) - can be issued against a persistent anti-social behaviour perpetrator and the failure to comply can lead to sanctions. Failing to comply with a CPN is a criminal offence. On conviction, a magistrates' court (or youth court if the perpetrator is aged 16 or 17) has a range of options including, a fine, ordering the perpetrator to carry out remedial work, make a forfeiture order requiring any specified item be handed over to the police, local authority or designated person or order the seizure of specified items.
- Criminal Behaviour Order (CBO) – is available on conviction for any criminal offence aimed at tackling the most persistent offenders and can be used to address anti-social behaviour.
- The Police Crime Sentencing and Courts Act 2022 offers tougher sentencing and increased powers in relation to the offence of Hare Coursing. Anyone caught hare coursing will now face an unlimited fine and up to six months in prison. Several other measures have also been introduced including powers for the court to allow reimbursement of kennelling costs and disqualification of convicted offenders from owning or keeping a dog.

END.

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



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2024

SUBJECT:

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

SUMMARY:

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

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report

An overview for each pillar is provided in appendix A

PILLAR 4: PREVENT OFFENDING

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

Norfolk Integrated Offender Management (IOM) Scheme update:

- Between the beginning of July 2023 and the end of September 2023 there were an average of 125 offenders on the Norfolk IOM scheme. This is a decrease from the previous reporting period. Approx two thirds (70%) of these were managed by the Norwich office which covers Norwich, Broadland, South Norfolk and Breckland districts.
- 90% of the offenders were male, with the greatest number of them being in the 25-49 age bracket. An average of 47% of the cohort were in custody, with the other 53% being managed in the community.
- During this period, 28 people were de-registered from the scheme. Seven 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, five with no immediate concerns of continuing criminality. No offenders were transferred to a different force/probation area, and one received a significant sentence following further offending.
- During the same period, of the people managed on the Norfolk IOM scheme within the main cohorts, 20% of them were charged with 178 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.

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)	1,424	1,226	Data not available	16.2%	Not applicable
	Section 42 Planning discussions (Adult protection)	2,328	2,618		-11.1%	
	Open Child exploitation cases - High Risk	43	71	65	-39.4%	-33.8%
	Open Child exploitation cases - Medium Risk	277	332	322	-16.6%	-14.0%
	Child Exploitation screenings	610	785	825	-22.3%	-26.1%

Table 18: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- The number of Section 47 Child Protection strategy discussions has increased relative to the previous 12 months, reflecting a busier period over the early summer of 2023.
- Case volumes are tracked at multi-agency meetings with senior leads from Children's Services to address potential hotspots but there are no notable systemic issues of concern at this time. A recent inspection of Children's Services did not suggest overuse of strategy discussions in Norfolk.
- Section 42 Adult Protection planning discussions have decreased in comparison to the previous twelve months. This is now a sustained change and is likely to be the consequence of improved partnership understanding of capability and remit between Police and Adult Social Care.
- 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 has worked with its partners through the CCSP Domestic Abuse and Sexual Violence Delivery Group (DASVG) to:

- Set up a Working Group in relation to the risks and complexities of cases involving domestic abuse in older people. A Terms of Reference has been agreed.
- Create standards for the Domestic Abuse (DA) training which is provided in Norfolk. These set a minimum standard for DA training for all responsible authorities and any other organisation providing training in Norfolk. The standards provide understanding of different forms of DA and describes child victims of abuse in their own right.
- Update and review the partnership dashboard. The dashboard provides analysis of why some areas are more affected by DA than others with consideration on how to respond to these issues on a locality basis.

Norfolk Safeguarding Children Partnership (NSCP)

In the last quarter Norfolk Constabulary worked with partners to:

- Plan future partnership learning events, building on the success of the events held in the previous quarter with a view to increasing senior engagement at future events.
- Begin work on defining goals and delivering outcomes in relation to partnership priorities for 2023/24.
- Engage in productive discussion on a particularly 'stuck case' with other safeguarding partners, leading to a recognition for further work on new practices being developed around multi-agency supervision. This was an

example of how close working between agencies in the county has led to highly productive working relationships.

Norfolk Safeguarding Adults Board (NSAB)

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

- Attend the annual planning and development meeting to discuss in detail how the partnership will deliver on ongoing priorities including addressing system pressures overall.
- Jointly scrutinise and support ongoing efforts by the Norfolk and Suffolk NHS Foundation Trust (local Mental Health Trust) to improve services for vulnerable service users.
- Engage in early and productive discussions on how ‘Right Care Right Person’ will be delivered locally in a way that supports the needs of vulnerable adults.
- Agree the formation of a Quality and Assurance sub-group with representation at Detective Inspector level.

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

Area	Indicator	Since inception (Sept 21)
Prevent offending	Perpetrators on DAPPA	117
	Perpetrators referred to Change	402
	Referrals made into DAPPA	16
	Meetings held	332
	Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	43

Table 19: 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 30/09/2023.

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

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

- The numbers of new referrals to the Domestic Abuse Perpetrator Partnership Approach (DAPPA) have remained consistent for this period but will start to decrease moving forwards. Uncertainty over future funding means that staff vacancies are not being backfilled which will result in workloads being reduced.
- The number of open cases and multi-agency meetings has also remained consistent but will also reduce in line with the reduced cohort.
- DAPPA staff retention is a continuing issue. To date one vacant administration post has not been backfilled. A DAPPA Investigator is due to leave the team at the end of November 2023 and there are no current plans for recruitment.

- Perpetrator referrals to ‘Change’ remain consistent as all high-risk cases reported to the police are now automatically referred to ‘Change’ for further triage around suitability. The anticipated reduction in DAPPA referrals will have minimal impact on ‘Change’ as majority of referrals come from the Domestic Abuse Safeguarding Team (DAST).
- 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 currently sits at 15.

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 October 2023 there were 1224 such offenders at liberty in Norfolk. There is a continual upward trend in the number of RSOs living within the community, with a 5% increase in the number of RSOs who were being managed by the Public Protection Unit in October 2023 when compared with October 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.
- Following an uplift in staffing, geographical areas of responsibility and Offender Manager pairings have been adjusted to distribute experience and provide greater efficiency in operational activity.
- October 2023 saw the team achieve the highest monthly total of home visits in the rolling 12-month period, indicating the value of this staffing investment.
- All PPU Offender Managers will receive the appropriate national MOSOVO (Management of Sexual or Violent Offenders) training to equip them with the necessary skills and abilities to complete their role effectively and successfully.

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)	5.1%	4.1%	4.5%	1.0p.p	0.6p.p
	Referrals to Diversion schemes (Outcome 22)	0.8%	0.6%	0.7%	0.2p.p	0.1p.p

Table 20: 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 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

Area	Out of Court Disposal Type	July-23	Aug-23	Sep-23
Prevent offending	Conditional Cautions issued	133	145	149
	CARA/Red Snapper	7	6	6
	ADDER	35	46	43
	Red Snapper Referrals Premium Hub	49	60	58
	Red Snapper Referrals Standard Hub	54	72	70
	Breaches	5	11	4

Table 21: Breakdown of out of court disposals by type (July, August, and September 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). A request to increase establishment to support a business-as-usual model (BAU) is being progressed via Outcome Based Budgeting (OBB). Any investment would reduce offending and improve opportunities for rehabilitation of offenders.
- Efficiency of the ODT pilot has been under continual evaluation for the past 12 months by the Strategic Business and Operational Service (SBOS) department who have tracked the progress of the first cohort of offenders to measure the success of the Red Snapper interventions. Current data from the evaluation indicates that 86% of those issued with a Conditional Caution from the first cohort have not reoffended in the past 12 months. This continues to have a significant impact in terms of PCC priorities, prevention of future offending, supporting victims and building safer and stronger communities through the use of early effective diversionary measures.
- Throughput for the ODT has remained consistent throughout the pilot. The only significant decline in referrals for Conditional Caution was noted in April 2023 when a backlog of older workload cases from previous months was being cleared. This also correlated with a fall in recorded crime for that month. Current data shows an average of 146 Conditional Cautions issued per calendar month for Norfolk offences.
- Out of Court Resolutions now account for (on average) 30% of all positive outcome in Norfolk. This figure combines adult cautions (Outcomes 3), adult cautions for alternative offence (Outcome 3A), Conditional Cautions and Community Resolutions.
- At commencement of the ERO pilot in December 2022 the proportion of all reported crime disposed of as an OOCR was 4.53%. It has since increased, averaging 4.85% between April 2023 and September 2023.
- Analysis shows that for the year to date, the ODT have processed 29% of the total number of cases that have been resolved by OOCR (Conditional Cautions and Community Resolutions).
- 100% of cases processed for Conditional Caution are offered Restorative Justice via the hub (both victim and suspect) with current take-up being approximately 7%. By comparison, nationally only 5% of cases on average are offered Restorative Justice, with minimal uptake.

- The current model for Norfolk and Suffolk Restorative Justice Hub, adopting RJ into Out of Court Remedies, has received national recognition. This model is not seen in any other force nationally. The number of referrals received is significantly higher than the three largest forces combined (Metropolitan, West Midlands and Manchester). As such the hub has already been approached for benchmarking by Essex and Devon and Cornwall Police. The RJ advisors are in the process of writing an academic paper to be shared with the College of Policing which could be used to recommend a model of best practice.
- The Constabulary is in a strong position to implement the upcoming change to out of court resolution two-tier + legislation (expected within mid 2025) as our current two-tier system is now firmly embedded and has been complimented by the introduction of the ODT.
- Training in readiness for the new two-tier+ legislation is being developed by the College of Policing and will be delivered to Norfolk officers by the ODT and Op Investigate team in early 2024.

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	302
	Juvenile outcomes from Out of court disposal panel:	
	Returned to Police	3
	Children's services	21
	Other services	6
	Community Resolution	9
	Challenge 4 Change	206
	Youth Caution	7
	Youth Conditional Caution	17
Other outcomes	34	

Table 22: Juveniles referred to Out of court disposal panel and outcomes. The date range for the Last 12 months was 01/10/2022 – 30/09/2023.

- 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 which has been a key factor in securing this reduction in First Time Entrants (FTE) to the Criminal Justice System.
- Between 1st October 2022 and 30th September 2023, 302 young people who were referred to the Norfolk Youth Justice Service (NYJS) by the police were triaged to the NYJS Outcome Panel. 206 received a Challenge 4 Change (C4C) diversion outcome and 9 received a Community Resolution.

- NYJS and the Constabulary 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 in cases where they have not accepted responsibility for an 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 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 is

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 – January 2024

SUBJECT:

Constabulary update on Pillar 5 (Support 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: SUPPORT VICTIMS

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	59.7%	35.7%	24.0pp
	Recording of Needs Assessment	84.2%	51.5%	32.7pp
	Offer of Referral to Victim Support Service	42.5%	49.7%	-7.2pp
	Provision of information about the Investigation and Prosecution	63.3%	56.1%	7.2pp
	Offer of a Victim Personal Statement	28.4%	5.4%	23.0pp
	Making of a Victim Personal Statement	1.2%	0.6%	0.6pp
	Provision of information about the Trial, Trial Process & your role as a Witness	64.6%	65.1%	-0.5pp
	Provision of Information about the Outcome of the Case and any Appeals	75.2%	66.3%	8.9pp
	Number of Complaints received that VCOP rights hadn't been met	3	17	-14

Table 23: Victims Code of Practice data, taken from VCOP dashboard. The date range for the Last 12 months is 01/10/2022 – 30/09/2023. The date range for the Previous 12 months is 01/10/2021 – 30/09/2022.

- Following the introduction of the Victims' Code of Practice (VCOP) dashboard a positive increase in compliance has been seen in most metrics recorded.
- Recording of Needs Assessment has been a priority area for Norfolk, and this has seen a 32.7% increase in compliance which is ensuring that victim's needs are recorded and enhanced rights are identified at an early stage.
- There has been a large decrease in the number of complaints received relating to a victim's rights not being met.
- Three priority areas have been highlighted for improvement through the Supporting Victims Subgroup. These are receipt of Victim Information Letter being sent when a crime has been reported (Right 3), Provision of Information about the Investigation and Prosecution (Right 6) and the Offer of a Victim Personal Statement (Right 7). Work is progressing to identify teams and individual officers who require further support and training in these identified areas.
- The metrics to measure how well VCOP rights are being delivered under the new Victims and Prisoners Bill have not yet been finalised but have been proposed by the Home Office and are due for publication in December 2023 or January 2024. The Home Office have been keen to stress that these metrics may well be subject to change. Work is ongoing to ensure the VCOP dashboard will be suitable to report on these metrics from a proposed date of April 2025.

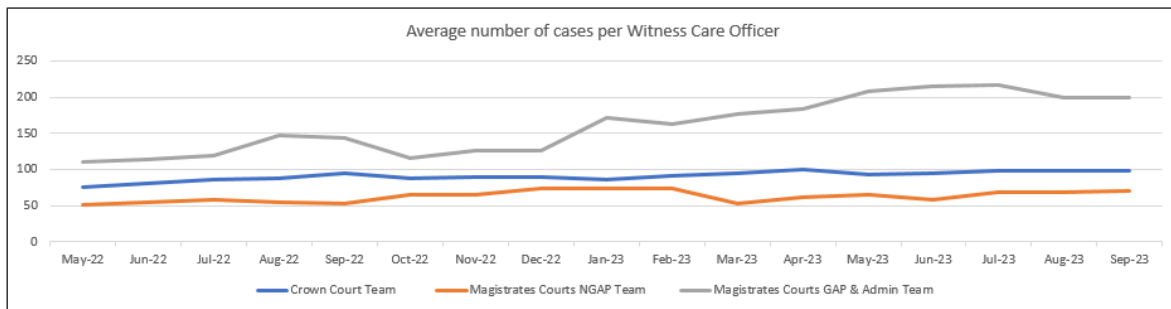
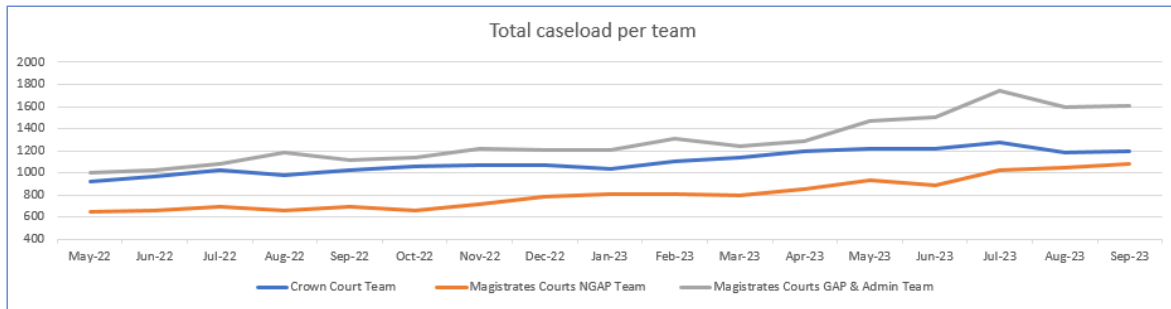
- The Norfolk and Suffolk Victims Care Services (NSVCS) Engagement Officer has started to work with the Constabulary providing training and guidance for officers in offering and making victim care referrals to improve the quality and quantity of referrals to NSVCS. A large proportion of victims currently decline the offer of a referral to NSVCS. We want to ensure all victims are supported throughout their Criminal Justice journey. This training will ensure officers understand the benefits of victims working with NSVCS and are able to identify those victims that will benefit from the support offer.

Deliver High Quality Investigations to Support the Right Outcomes for Victims

- In the reporting period the Operation Investigate team have continued to support the 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. Future training is now being planned to support the use of evidence-led prosecution in cases where the victim is not at that time in a position to support the investigation.
- 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 can access the team for one-to-one or small group support sessions, particularly if their most recent role was not an investigative one.
- County-wide peer reviews and investigative audits are regularly carried out to support continuous investigation improvement at supervisory level. Over the last period the question set for audits has been reviewed and updated to reflect the outcomes of previous audits and the areas of greatest current concern.
- The Operation Converter team is now fully established. The team have significantly increased satisfaction for victims by obtaining over 450 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.

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 remain high. The Crown Court Team are currently holding approximately 100 cases per Witness Care Officer and some of these cases involve large numbers of witnesses and Victims.



- Trials continue to be delayed or rescheduled at short notice in the Crown Court. 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 for Crown Court are being scheduled into 2025 which has a direct impact on victims and witnesses and managing their expectations and keeping them engaged.
- The VAWS team are currently working with twelve additional temporary posts to ensure the best service can be provided to victims and witnesses. Funding for these posts was staggered, with the first posts due to conclude from May 2024 through to March 2025. Continuation funding is being sought to align all posts to March 2025.
- 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 May 2024 and is seeking to make this a permanent role. In September 2023 the SMA reviewed 125 cases. Of these they contacted victims in 78 cases, which included cases of Rape and Serious Sexual Offences (RaSSO), Domestic Violence and Hate Crimes. 29 Special Measures Applications were made which will support these victims when attending court and giving evidence through Live Link, screens and Registered Intermediaries.

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	11	20	14	-45.0%	-21.4%
	Domestic abuse crimes - Risk assessment: High	209	320	299	-34.7%	-30.1%
	Domestic abuse crimes - Risk assessment: Medium	6,205	6,715	6,381	-7.6%	-2.8%
	Domestic abuse crimes - Risk assessment: Standard	1,806	2,735	2,796	-34.0%	-35.4%
	Domestic abuse incidents - Risk assessment: High	55	79	72	-30.4%	-23.6%
	Domestic abuse incidents - Risk assessment: Medium	2,235	2,052	2,057	8.9%	8.7%
	Domestic abuse incidents - Risk assessment: Standard	3,347	3,921	4,084	-14.6%	-18.0%
	Domestic Violence disclosures (Clare's Law)	978	888	719	10.1%	36.0%
	Child sex offender disclosures	135	114	108	18.4%	25.0%
	SARC - ISVA supported clients	723	899	813	-19.6%	-11.1%
	No. Domestic abuse cases referred to NIDAS	3,712	Data not available	Data not available	Not applicable	Not applicable

Table 24: 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 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- The number of high-risk ASB cases has almost halved over the past 12 months. The reason for this reduction is being explored.
- All high-risk anti-social behaviour (ASB) case are discussed as 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 delivered. This ensures safeguarding is considered at the earliest opportunity to reduce risk.
- All Beat Managers across the county have been given training on how to work effectively with Local Authorities to reduce ASB through joined-up partnership activity.
- A review of the ASB Case Review process is underway to understand if the new process implemented earlier this year is working and address any identified issues. This partnership approach is now facilitated through the Office of Police and Crime Commissioner.
- 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 – January 2024

SUBJECT:

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

SUMMARY:

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

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report

An overview of each section is provided in appendix A

PILLAR 6: SAFER AND STRONGER COMMUNITIES

Supporting Road Users to be Safer on our Roads

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	412	404	382	+1.99%	+7.9%
	Vulnerable Killed/Seriously Injured collisions (Cyclists, Motorcyclists, Pedestrians & Horse Riders)	229	202	196	+13.4%	+16.8%

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

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- There has been a slight increase in Killed or Seriously Injured (KSI) collisions when compared to the previous twelve months and the long-term average.
- There has been an increase in Vulnerable KSIs when compared to the previous twelve months and the long-term average.
- In this reporting period there were twelve fatal collisions with fourteen fatalities across Norfolk. This is an increase from the previous reporting period (01/04/2023 – 30/06/2023) when there were seven fatal collisions with seven fatalities.
- There has been an increase in the number of KSI collisions where elderly drivers have been found to be at fault, with 67 collisions (17% of all KSI collisions) for the year-to-date, and an increase over the past five years of 34%. The Road Safety Partnership is working together to develop a programme of education which will complement the existing Safe Careful Driver diversion programme but will be bespoke to the needs of older drivers and those driving adapted vehicles.
- The Commercial Vehicle Unit (CVU) was introduced in Norfolk in January 2023, funded by the Safety Camera Partnership. This unit has already made a positive impact to the proactive police response to commercial vehicle use and is improving safety on the roads. 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.
- In July 2023 the Norfolk CVU completed a week of activities which coordinated with the National Police Chief's Council (NPCC) CVU Week of Action. This focused on Human Trafficking and Clandestine Entry to the UK and was undertaken in collaboration with Immigration Services, the Driver and Vehicle Standards Agency (DVSA) and the Norfolk Constabulary Multi Agency Child Exploitation (MACE) team. In total 71 HGV and LGV vehicles were stopped, and 39 intelligence reports were submitted.

- In September 2023 the CVU conducted a joint operation with Norfolk Constabulary Multi Agency Safeguarding Hub (MASH) officers, Immigration Enforcement and Operation Moonshot teams in Norwich, which targeted illegal workers working for fast food online delivery companies. This has been identified nationally as an emerging issue. During the operation eight arrests were made for immigration offences and intelligence gained for vulnerable migrant workers being exploited to work in the UK. A number of safeguarding interventions resulted from the operation.
- There were reduced opportunities for CVU enforcement days in August and September due to annual leave and essential training commitments, which included full HGV Driving Licence courses, Carriage of Dangerous Goods by Road Prohibition courses and Health & Safety Executive Load Security courses. These courses are mandatory to qualify as a Commercial Vehicle Investigator which both CVU officers have now done and are already putting their skills to use.

CVU Results July to September 2023

	Vehicles Stopped	TOR's Issued	Offences Detected	Total Fines Issued	Total Prohibitions
July 2023	138	79	98	£14,200	27
August 2023	76	58	82	£9,800	17
September 2023	84	57	61	£11,400	20

- The Young Driver Education Coordinator continues to assist with the delivery of Fatal Four education to young people aged 15-19 years, delivering thirty-four sessions to 1,257 students in this reporting period. In addition, five e-scooter presentations were delivered to another 556 students. A reduced number of sessions were delivered this period due to the school summer holidays.
- Operation Close Pass continues, with twenty-eight vehicles stopped and drivers educated in this reporting period in respect of failing to pass cyclists at a safe distance. The number of Close Pass operations has been lower this period due to limited-availability of bikes and annual leave. A further sixteen Traffic Offence Reports (TORs) were issued, and two vehicles were seized as a direct result of the Close Pass operations.

Summer Drink and Drug Drive campaign

- 206 drivers were tested for alcohol and/or drugs between 21st August and 28th August 2023.
- 30% of those tested for drugs were positive and 36% of those who were tested for alcohol provided a positive roadside breath test.
- 84% were male and 16% were female.
- Overall, 16% of those tested in the campaign period failed.

Update on Fatal 4 enforcement

2023	Driver using Mobile	Seatbelt	Officer detected speeding	Camera detected speeding	All other Traffic Offence Reports (Officer detected)
Jan	118	71	285	3762	676
Feb	66	50	230	4409	657
Mar	157	71	153	4324	681
Apr	72	43	254	4791	685
May	80	56	243	5440	614
June	110	181	281	3877	631
July	68	67	253	3945	565
August	69	60	188	4899	529
September	72	50	158	4069	479
Total	812	649	2045	39516	5517

Table 27: Fatal 4 - Traffic Offence Reports (TORs) issued since 01/01/2023.

- The table above sets out the number of Traffic Offence Reports (TORs) 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.

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	476	620	746	-23.2%	-36.2%
	ASB Nuisance	7,493	7,442	8,107	0.7%	-7.6%
	ASB Personal	1,870	1,993	2,297	-6.2%	-18.6%
	Burglary Residential	1,215	1,317	1,388	-7.7%	-12.5%
	Solved	132	116	126	13.8%	4.8%
	- % solved	10.9%	8.8%	9.1%	2.1p.p	1.8p.p
	Vehicle crime	1,711	1,770	1,745	-3.3%	-1.9%
	Solved	169	141	167	19.9%	1.2%
	- % solved	9.9%	8.0%	9.6%	1.9p.p	0.3p.p
	Theft of Vehicle crime	573	651	594	-12.0%	-3.5%
	Solved	76	86	83	-11.6%	-8.4%
	- % solved	13.3%	13.2%	14.0%	0.1p.p	-0.7p.p
	Theft from Vehicle crime	966	914	940	5.7%	2.8%
	Solved	68	32	62	112.5%	9.7%
	- % solved	7.0%	3.5%	6.6%	3.5p.p	0.4p.p
	Arson and Criminal Damage	6,845	7,265	7,106	-5.8%	-3.7%
	Solved	817	785	801	4.1%	2.0%
	- % solved	11.9%	10.8%	11.3%	1.1p.p	0.6p.p
	Robbery	327	359	337	-8.9%	-3.0%
	Solved	59	55	52	7.3%	13.5%
- % solved	18.0%	15.3%	15.5%	2.7p.p	2.5p.p	
Hate crimes	1,103	1,353	1,350	-18.5%	-18.3%	
Solved	208	200	177	4.0%	17.5%	
- % solved	18.9%	14.8%	13.3%	4.1p.p	5.6p.p	

Table 28: 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 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- 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 slightly (+0.7% / 51 CADs). All ASB CAD types have decreased against the long-term average, and all ASB CAD types have reduced when compared with the previous reporting period (12 months ending June 2023).

- The volume of residential burglaries has continued to decrease in the last 12 months, being -7.7% against the previous 12 months and -12.5% compared to the long-term average. A decrease is also apparent since the last reporting period (12 months to June 2023). In addition, the solved rate from the last 12 months is 2.1pp higher than the previous 12 months and 1.8pp above the long-term average. However, the solved rate is 0.8pp below that which was seen in the previous reporting period (12 months to June 2023). While small quarter-quarter fluctuations are expected this will remain under monitoring for the next period.
- There was a pronounced decrease in vehicle crime during 2020. In the last two years, levels had been gradually increasing, but not to levels seen pre-pandemic. In the last 12 months vehicle crime has again decreased by 3.3% and so remains below the long-term average (-1.9%).
- Volumes of Arson and Criminal Damage show a decrease of -5.8% in the last 12 months compared to the previous 12 months, also being below the long-term average (-3.7%). There has also been an improvement in the solved rate, against both the previous 12 months (+1.1pp) and the long-term average (+0.6pp).
- Robbery volumes have reduced -8.9% against the previous 12 months and -3.0% against the long-term average. There has also been a reduction when compared with the previous reporting period (12 months to June 2023). It continues to be a rare, though very impactful, crime in Norfolk. The solved rate has increased +2.7pp from the previous 12 months and +2.5pp from the long-term average.
- Hate Crime has reduced in volume when compared with both the previous 12 months (-18.5%) and the long-term average (-18.3%). There has been an increase in solved rate, by 4.1pp against the previous 12 months and 5.6pp against the long-term average.
- A Hate Crime / Hate Incident internal scrutiny process continues to be piloted in the West of county, bringing together a range of practitioners to review police investigations and ensuring best practice is shared across teams.
- The Stop Hate in Norfolk campaign has been relaunched to encourage increased third-party recording.

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	219	172	161	27.3%	36.0%
	Athena investigations tagged for MH team to review	10,343	10,263	<i>Data not available</i>	0.8%	<i>Not applicable</i>
	Persons detained under sec 136	384	500	539	-23.2%	-28.8%
	Section 135 warrants executed	63	64	<i>Data not available</i>	-1.6%	<i>Not applicable</i>

Table 29: Mental health act (MHA) assessments in custody, Athena investigations tagged for Mental Health Team to review, Persons detained under section 136 and section 135 warrants issued.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- The number of people being detained by Norfolk Police Officers under Section 136 of the Mental Health Act (MHA) in the past 12 months has continued to reduce, with a reduction of 23.2% compared to the previous 12-month period.
- The number of Mental Health Act assessments being conducted in police custody suites continues to increase, with an increase of 27.3% this reporting period compared with the previous 12 month, but the rate of increase has started to slow.
- Multi-agency work continues via the Urgent and Emergency Care Steering Group to help drive down the time people spend waiting for admission to a psychiatric unit following a Mental Health Act assessment in custody. There has been a reduction in this reporting period from an average of 43.5 hours in July 2023, down to just under 30 hours in September 2023. Work continues to reduce this wait-time further.
- The Police Mental Health Team, who are based within the Community Safety Department, continue to review police (Athena) investigations, to help ensure that people are signposted to relevant and appropriate support at the earliest opportunity, with the aim of preventing them from reaching crisis. The team reviewed 2500 investigations in this reporting period.
- The number of Section 135 of the Mental Health Act warrants executed this period is consistent with previous reporting periods.

Promote Crime Prevention Initiatives

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

- Designing Out Crime Officers (DOCOs) provide specialist advice on crime prevention from the point that a site is identified for development, through the planning stages and until build completion. The team have so far delivered 'Crime Prevention Through Environmental Design' (CPTED) training to Local Authority Planning Departments in Breckland, Kings Lynn, South Norfolk, Great Yarmouth, North Norfolk, Broadland and are planning to engage Norwich City Council in the new year. This important input seeks to ensure that crime prevention considerations are applied at the genesis of new developments and for redevelopment projects.

- Six additional architects firms, Housing Associations, and developers have also received CPTED training delivered by the DOCO team to ensure crime prevention is a major theme considered when undertaking developments.
- The Problem-Solving team have launched Operation Octane, aimed at tackling the antisocial behaviour of a small group of car enthusiasts who put other road users at risk of death and serious injury.

Increasing Volunteering opportunities within the Community to help Policing

Special Constabulary

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)	158	181	175	-12.7%	-9.7%
	Special Constabulary hours	40,557	44,005	43,932	-7.8%	-7.7%
	Special Constabulary duties	6,155	6,486	6,216	-5.1%	-1.0%
	Special Constabulary events	415	572	452	-27.4%	-8.2%
	Police support volunteers establishments (monthly average)	104	117	118	-11.1%	-11.9%
	Police support volunteers hours	10,474	10,513	9,300	-0.4%	12.6%
	Police support volunteers duties	2,467	2,519	2,233	-2.1%	10.5%
	Police support volunteers events*	Data not available			Not applicable	

Table 30: 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 01/10/2022 – 30/09/2023 unless otherwise noted. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- 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. Officers across the Special Constabulary undertake a broad range of duties, including policing the roads, public order patrols and cyber security support.
- Between July 2023 and September 2023, the Special Constabulary carried out 1365 duties, giving 9,386 hours of time to the constabulary. Whilst there is a minimum expected commitment of 16 hours duty time a month, the average hours our volunteers completed each month during this reporting period was 22 hours.
- During this reporting period the establishment of the Special Constabulary reduced from 150 to 146. It is common for people to join the Special Constabulary to see if life as a regular police officer would suit them. During this period one member of the Special Constabulary left to join as a regular officer. In the same period two retired regular officers have joined as Special Constables and we are proud that we can retain their expertise within the police family.
- Recruitment is a constant programme due to expected turnover within the Special Constabulary. A webinar to recruit more females took place on 15th August 2023. Following the success of this event there are plans to run another webinar in 2024.

- 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 Old Buckenham Air Show, Houghton Hall Music Festival, Cromer Carnival, Norwich, and Kings Lynn Pride, NCFE v Millwall, Birmingham and Leicester City football matches.
- Special Constables who are aligned to the Roads Policing Team will be given OPTIK licenses and mobile devices, helping them to carry out their role more effectively. These officers continue to be one of our strongest teams of volunteer constables, committing a significant number of hours.

Police Support Volunteers (PSV)

- Police Support Volunteers work in a variety of different roles such as helping to set up events, data inputting, monitoring CCTV, and delivering force vehicles.
- Two individuals are going through the PSV recruitment process to be wellbeing dog handlers. We hope to have four handlers in place by the end of 2023.
- During this reporting period the number of registered Police Support Volunteers has increased by one member compared with the previous reporting period (July 2023 to September 2023), to 93 members. It is notable that the number of active volunteers has increased from 43 to 46. Our non-active registered volunteers are happy to be kept on record should an opportunity arise, and we will be undertaking some work to look at whether there are any volunteering opportunities for them.
- During this reporting period the number of hours undertaken by our Police Support Volunteers increased slightly from 3234 hours (April 2023 to June 2023), to 3265 (July 2023 to September 2023).
- Our volunteers committed an average of 21.34 hours a month to their support role.
- Two volunteers have recently celebrated 20 years of service as a Police Support Volunteer.

Cadets

Area	Indicator	Last 12 Months
Safer and stronger communities	Cadet establishments (monthly average)	121
	Cadet hours	788
	Cadet duties	237
	Cadet events	78

Table 31: Establishments, hours, duties, and events for Cadets.

- In the past 12 months some Cadet Units have seen 50% of their Cadets leave for a variety of reasons including ageing-out, disengagement, education commitments and employment. Nevertheless, the waiting lists for each district have meant the Units have been able to recruit quickly and efficiently to boost their Cadet numbers back to a more stable figure.
- The Norfolk Cadets operates its weekly Cadet Programme of activities during the school term only, meaning that duty hours will reduce during school Christmas, Easter and Summer holiday periods, however, with the Cadets

participating in a large number of events over the summer, for this period the overall Cadet hours has remained consistent with previous reporting periods.

- Norfolk Cadets are becoming more consistently embedded into local policing across all districts, supporting initiatives which help to address local crime and antisocial behaviour priorities and engaging with local communities.
- Following the large number of events that our Cadets participated in during summer we are seeing an increasing number of them volunteering for both internal events and events in the community. This is helping the Cadets to build their trust and confidence in policing and to develop their self-confidence and interpersonal skills.
- Cadets have been invited to volunteer at youth orientated events and are receiving positive recognition for their dedication and hard work, with more events being targeted for 2024.
- The past 12 months have seen strong relationships built with other youth organisations. A FLOURISH pledge, which was promised in July 2022, has resulted in Cadets having greater access to clubs, groups activities, and support services, securing better outcomes for our young people.
- Plans are being formed for youth-led Social Action projects across each District, which will include Cadets working with the local Community Speed Watch schemes, patrols at Halloween and Bonfire Night events, attendance at community Remembrance Day services and for Cadets to be a visible presence at Christmas Light switch-on events.
- All Units are being given the opportunity to visit our Police Investigation Centres which will provide a forum for them to feedback their views and opinions.

Community Speed Watch

Area	Indicator	September 2023	September 2022	
Safer and stronger communities	Community Speed watch - Schemes (current number)	101	97	
	Community Speed watch - Members (current number)	848	874	
Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Safer and stronger communities	Community Speed watch - Letters issued	17,013	16,772	1.4%

Table 32: Community Speed watch: Schemes, members and letters issued.

- The number of Community Speed Watch (CSW) volunteers has remained constant since the last reporting period, with 848 members registered at the end of September. This is a small reduction compared with the number of registered volunteers at the end of September 2022.
- At the end of September 2023 there were 101 schemes across the county and a number of new schemes requests are being processed.
- As a result of the work of these teams there have been 10,489 warning letters sent out to motorists in the last six months and 17,013 letters sent in the last 12 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 Community Safety Department organised a CSW Day of Action in conjunction with Suffolk Constabulary. The intention was to get as many CSW teams as possible across both counties monitoring within their local communities on the same day. The event was supported by the Safety Camera Partnership. 59 sessions took place across Norfolk, with 64 hours of monitoring being completed. 436 warning letters were issued, and the Community Safety Department arranged press coverage of the event to raise the profile of Community Speed Watch and highlight the dangers of speeding within our communities.
- During this reporting period an Engagement Day was held in Castle Quarter in Norwich in conjunction with the local Safer Neighbourhood team to further promote Community Speed Watch.

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.
 - Commercial Vehicle Unit (CVU) – A team of police officers prioritising work around education and enforcement concerning commercial vehicles (safe driving; safe carriage; safe condition; denying criminal use of such vehicles).

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

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

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

Increasing Volunteering opportunities within the Community to help Policing

Overview

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