

## PCC ACCOUNTABILITY MEETING

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

**Date: Monday 22 July 2024**

**Time: 2:00pm**

**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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4.	2:05pm	Public Questions	Verbal Update
5.	2:30pm	Police, Crime & Community Safety Plan 2022-24: Pillar 1 - 'Sustain Norfolk Constabulary'	Page 20
6.	2:45pm	Police, Crime & Community Safety Plan 2022-24: Pillar 2 - 'Visible and Trusted Policing'	Page 35
	3:00pm	Refreshment break (if required)	
7.	3:15pm	Police, Crime & Community Safety Plan 2022-24: Pillar 3 - 'Tackling Crime'	Page 49
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9.	3:45pm	Police, Crime & Community Safety Plan 2022-24: Pillar 5 - 'Support Victims'	Page 76
10.	4:00pm	Police, Crime & Community Safety Plan 2022-24: Pillar 6 - 'Safer and Stronger Communities'	Page 87
11.	4:15pm	Emerging Operational/Organisational Risks	Verbal Update

12.	4:20pm	A.O.B.	Verbal Update
13.	<u>Date of Next Scrutiny Meetings</u> Police and Crime Panel: Monday 29 July 2024 from 10:30am – 1:00pm  Strategic Governance Board: Wednesday 2 October 2024 from 2:00pm – 4:00pm  PCC Accountability Meeting: Tuesday 8 October 2024 from 10:00am – 1:00pm		

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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.

Handwritten signature of Giles Orpen-Smellie in blue ink.

**Giles Orpen-Smellie**  
Police and Crime Commissioner

Handwritten signature of Paul Sanford in black ink.

**Paul Sanford**  
Chief Constable



**ORIGINATOR:**

Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:**

For Information

**SUBMITTED TO:**

PCC's Accountability Meeting – July 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 financial outturn report for 2023/24. The total Group Revenue Budget has an overspend of £0.633m (0.32% of net revenue budget). The high-level summary is as follows:

Financial transparency	Budget	Outturn	Over(-)/Under spend	
	2023/24 £000		£000	£000
<b>Officer of the Police and Crime Commissioner</b>	<b>1,323</b>	<b>1,290</b>	<b>33</b>	<b>2.47%</b>
<b>PCC Commissioning (net)</b>	<b>1,335</b>	<b>1,408</b>	<b>(73)</b>	<b>(5.50%)</b>
Chief Constable Operational Spending inc. Capital Financing	221,142	221,712	(570)	(0.26%)
Transfer from Reserves	(3,509)	(3,486)	(23)	0.66%
<b>Chief Constable Operational Spending (net)</b>	<b>217,633</b>	<b>218,226</b>	<b>(593)</b>	<b>(0.27%)</b>
Contribution to Reserves	<b>150</b>	<b>150</b>	<b>0</b>	<b>0.00%</b>
<b>Specific Home Office Grants</b>	<b>(20,587)</b>	<b>(20,587)</b>	<b>0</b>	<b>0.00%</b>
<b>Total</b>	<b>199,854</b>	<b>200,487</b>	<b>(633)</b>	<b>(0.32%)</b>

Table 1: High-level summary of the Group Revenue Budget as at 31<sup>st</sup> March 2024.

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

- The approved movements in reserves to balance the final overspend of £0.633m is:

	£000
Transfer to PCC Reserve	33
Transfer from PCC Reserve	(73)
Transfer from Budget Support Reserve	(593)
<b>Total</b>	<b>(633)</b>

Table 2: Approved movements in reserves to balance final overspend.

- The Constabulary Revenue Budget outturn is an overspend of £0.593m (0.27% of budget) at the year-end. The main variances are provided in Table 3:

Sources of expenditure	Budget		Over (-) / Under
	2023/24	Outturn	Spend
	£000	£000	£000
Pay Related Costs	177,572	179,357	(1,785)
Other Employee Costs	2,014	2,522	(507)
Property Related Costs	19,867	19,942	(76)
Transport	3,799	4,034	(234)
Supplies and Services	17,259	17,424	(165)
Third party payments	4,059	3,990	69
Capital Financing	6,989	7,684	(695)
Transfer to Reserves	0	23	(23)
Income	(10,418)	(13,241)	2,823
<b>Total</b>	<b>221,141</b>	<b>221,735</b>	<b>(593)</b>

Table 3: Norfolk Constabulary revenue budget as at 31<sup>st</sup> March 2024.

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

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

#### Capital

- The Capital Budget and forecast expenditure is as follows:

<b>Planning schemes</b>	<b>Budget 2023/24 £m</b>	<b>Outturn 2023/24 £m</b>	<b>Variance £m</b>
Slippage from 2022/23	3.078		
Table A – schemes approved for immediate start 1 April 2023	9.286		
Grant Funded schemes	544		
<b>Total Capital Programme</b>	<b>12.908</b>	<b>9.172</b>	<b>3.737</b>
Table B – schemes requiring a business case or further report to PCC(s) for approval	2.880		
<b>Total</b>	<b>15.788</b>		

Table 4: Capital Budget and forecast expenditure.

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

- The outturn at year-end is £9.172m. The underspend of £3.737m relates to the reprofiling of Bethel Street in the ICT refresh and replacement programmes, and Sexual Assault Referral Centre (SARC) improvements, slipping into next financial year. £3.454m of this underspend will be required as slippage into 2024/25.

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

<b>Indicator</b>	<b>Last 12 months</b>	<b>Previous 12 months</b>	<b>Long-term average</b>	<b>% difference to previous 12 months</b>	<b>% difference to long-term average</b>
Establishment for Police Officers	1,815.7	1,812.0	1,692.5	0.2%	7.3%
Police Officer Strength	1,830.7	1,836.8	1,733	-0.3%	5.6%
Establishment for Staff	1,366.7	1,376.8	1,303	-0.7%	4.9%
Staff Strength	1,339.2	1,317.4	1,252	1.7%	7.0%
% hours lost to sickness for Police Officers	4.2%	4.6%	4.9%	-0.4pp	-0.7pp
% hours lost to sickness for Staff	3.9%	4.8%	5.1%	-0.9pp	-1.2pp

Table 5: Establishment, strength and sickness of Police Officers and Staff.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

- Police Officer strength at the end of March 2024 was 1,830.7 (not including regional and external secondments).
- 29 transferees were appointed in the 2023/24 financial year.
- The Constabulary recruited 104 new Police Officers in the 2023/24 financial year, 41 on the Degree Holder Entry Programme (DHEP) and 63 on the Police Constable Degree Apprenticeship (PCDA). For 2024/25, 33 DHEP and 85 PCDA joiners are planned.

- There are two uplift checkpoints in the year which are monitored monthly to ensure targets are maintained. These figures continue to fluctuate to adapt to the movement in leaver rates, career breaks, transferees, and secondments.
- A joint Wellbeing Coordinator joined in December 2023 and there are plans to recruit a Wellbeing Advisor within the next few months to increase wellbeing resources and increase provision of wellbeing support which includes briefings to teams, individuals, management meetings, and new starters.
- Monthly new starter inductions have been launched which are in-person inputs to raise awareness of Workplace Health, Health and Safety, and Wellbeing provisions, and the support available from HR Delivery.
- Direct support following serious incidents has improved in the form of drop-in sessions and group support.
- Ten people have now been trained to deliver Demobilising and Diffusion Training.
- Nationally, sleep, fatigue, and recovery has been identified as an area of focus. In response to this, the Home Office has funded the National Police Wellbeing Service to launch a new unique project to provide insight and support for officers experiencing symptoms of fatigue. This was launched in August 2023. The Constabulary has joined the project as a 'phase 3 trailblazer' force. Those who take part in the project are provided with wrist-based sensor devices developed specifically for the police, which focuses on fatigue and recovery. Officers who join the study also benefit from a 120-day programme designed by leading experts.
- We are scoping participation in a University of Cambridge project which will record and monitor police officers' physiological and psychological responses to stressors from recruitment through the first 24-months of 'frontline' policing. The outcomes will enable us to consider more pro-active interventions.
- A project looking at 'trauma tracking' is underway which will enable pro-active interventions and support to be delivered to those who have experienced multiple traumas.
- The Constabulary conducts and records return to work interviews, documents any concerns, and provides appropriate support. Specific risk assessments are also conducted for individuals in high-vulnerability roles which take account of a person's circumstances. Interventions are undertaken where patterns indicate trends of absence through organisational monitoring.
- The Constabulary's return-to-work process is designed to support rehabilitation and early return to work, with adjustments made to accommodate this when necessary. The organisation has systems in place to support staff on long-term sick leave with returning to work. The Constabulary will raise awareness of, and support staff with long-term conditions.
- Resourcing levels within the HR Delivery team have been improved which has enabled greater visibility in the form of HR Advisor presence to coach and



advise managers around the importance of early intervention in relation to sickness management. This has a positive impact on long-term sickness cases as it enables the facilitation of early support from Workplace Health and EAP (Employee Assistance Programme), which in many cases enables an earlier return to work.

- The HR Delivery team, in addition to providing advice to Line Managers, also run training courses around absence management to both established managers and newly promoted managers.

## **Equipping all the Workforce with Modern and Innovative Tools and Technology**

### **ICT/Digital Update**

- Work continues on ICT refresh programmes. A number of key ICT End of Life (EOL) pieces of work are being completed.
- In this reporting period, the 5-force regional Digital Asset Management System (DAMS) went live for Norfolk and Suffolk, providing improved access for staff and officers, and a direct upload route for the public.
- Work is progressing well on the new backup solution, with most systems now migrated across to the new solution. Work will continue over the next few months to migrate the final services required.
- Athena (the 9-force Crime, Custody, and Intelligence management system) Digital Case File (DCF) version still incurs delays. The Athena Programme team plan to confirm the new go-live date in June 2024.
- We also await a new go-live date for the 7-Force Wet Digital Case Management solution (Nimbus). The Eastern Region Programme team are planning to deliver a solution by the end of the 2024/25 calendar year.
- A new Domestic Abuse module has been introduced on the OPTIK mobile frontline system, providing better service for victims at the initial point of contact with an officer. Testing of new OPTIK developments and user requested modifications continues.

### **Fleet Update**

- An Electric Vehicle and Charging Infrastructure Strategy consultancy report has been received. This is being worked through to consider costs, timescales, priorities, challenges, and alternative/advanced fuels.
- The roll-out of new Volvo V90s to the Dog Section is now complete. New Peugeot 308 SW Active Premium cars continue to be rolled-out to the County Policing Command (CPC) for the Response function.
- A new telematics and dashcam contract commenced on 1<sup>st</sup> November 2023. This utilises the same supplier as for the previous 5-year contract, under a different contract method.

- Telematics data continues to be proactively used to monitor driver behaviour and reduce road risk. The Driver Standard Group, which is chaired by the Assistant Chief Constable for Protective Services, oversees collisions and telematics driver data, with key stakeholder membership from Driver Training, Professional Standards, Transport Services, Roads and Armed Policing, County Policing Command, and the Norfolk Police Federation.
- Improvements to vehicle and component delivery lead-in times continues for the majority of vehicle manufacturers. This is 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.
- HMICFRS last published a PEEL inspection report of Norfolk constabulary in October 2022. A copy of the inspection report can be found on the Office of the Police & Crime Commissioner for Norfolk’s website: [Inspections | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/inspections)
- The Constabulary received the following graded judgements:

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

- In addition to awarding these gradings, HMICFRS set the Constabulary eleven Areas for Improvement (AFIs). These AFIs are being reinspected by HMICFRS under our 2023 – 2025 PEEL assessment process which is ongoing.
- The framework against which HMICFRS are inspecting forces for the 2023 – 2025 PEEL programme can be viewed [here](#).
- The evidence collection process for PEEL inspections includes a document request which helps HMICFRS to develop their knowledge about a force ahead of the designated inspection period. Our document request was returned by the deadline of 24<sup>th</sup> November 2023.
- Other PEEL inspection activity which has taken place during this reporting period includes meeting observations, staff and officer focus groups, Stop & Search Body Worn Video review, a specialist inspection of the Safeguarding Children Online Team (SCOLT) and Public Protection Unit (PPU), a two-day inspection of the Contact and Control Room, and our Victim Service Assessment (VSA), which included a Crime Data Integrity audit. A workforce

survey was also shared across the organisation in February 2024. Throughout March 2024 a series of interviews were held with strategic leads, and the Strategic Briefing was delivered by the Chief Officer team to His Majesty's Inspector of Constabulary, Roy Wilsher, on 25<sup>th</sup> March 2024. Other inspection activity in March included an audit of the written ground recorded on a sample of Stop & Search forms which were randomly selected by HMICFRS.

- We can expect our new PEEL report to be published in September 2024.
- The Constabulary also continues to progress AFIs and Recommendations that result from HMICFRS national thematic inspections, which are allocated to all Chief Constables across England and Wales.
- In this reporting period HMICFRS have published three new thematic reports:
  - An inspection of the effectiveness of the police and law enforcement bodies' response to group-based child sexual exploitation. Norfolk Constabulary was one of six police forces that were inspected for this report.
  - Meeting the needs of victims in the criminal justice system - An inspection of how well the police, the Crown Prosecution Service, and the Probation Service support victims of crime.
  - Joint case building by the Police and Crown Prosecution Service – interim report.
- The Constabulary has accepted all national thematic report recommendations and AFIs that have been published in this reporting period and we have assessed our 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. These responses have been published on the Office of the Police and Crime Commissioner for Norfolk's website.
- On 15<sup>th</sup> December 2023, HMICFRS, the College of Policing, and the Independent Office for Police Conduct (IOPC) published a report in response to a super-complaint submitted by the Criminal Justice Alliance (CJA) about the police's use of Section 60 of the Criminal Justice and Public Order Act 1994, and the scrutiny of all Stop and Search powers. One of the recommendations that resulted from this report required the Constabulary to publish on our public website how we have responded, or will respond, to the seven other recommendations that were directed to all police forces and Chief Constables across England and Wales. Our response can be viewed [here](#).

## **Delivering an Effective Estate Management Strategy**

### **Key Estates Projects**

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

- Hethersett Old Hall Professional Development Centre – Refurbishment works by RG Carter (Cambridge) Ltd to the former nursery and junior school blocks are complete, to provide new ICT training classrooms and Drone Academy accommodation.

### 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 Holt Police Station site and Swaffham Police Station site. Each proposed sale is now in the hands of respective solicitors.

### Carbon Reduction

- Broadland Police Station – additional photovoltaic panels have been provided on the site to generate electricity.
- The Carbon Reduction & Environmental Action Plan 2023-2030 has been published on the Office of the Police and Crime Commissioners website and will be updated via a new annual performance report on our carbon reduction progress.
- The Biodiversity Action Plan 2023-2030 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 ‘District Crime Unit’ operating structure with a dedicated uniform Inspector, a Sergeant, and 7 Police Constables drawn from the Response function.
- The success of the pilot led to a business case being approved in April 2023 to deliver District Crime Units across the county. Now all seven districts have District Crime Units, ranging from a minimum of 1 Sergeant with 3 Police Constables, to a maximum of 1 Sergeant and 8 Police Constables, with a dedicated Inspector for each.

- Alongside this restructure, an innovative Management Information product called 'My Team', which draws from the Athena Crime system, has been developed by Horizons.
- The new resourcing model, together with the supporting Management Information product has revolutionised crime investigation and performance oversight. The 'My Team' product continues to be further developed and refined. Investigations are now being completed in a timelier manner and we have seen improvements in the number crimes that are solved (our positive outcome rate) across the county.
- Norfolk is now one of the best performing police forces in the country for positive outcome rates. At the end of March 2024 our positive outcome rate for all crime was 19.26%. This has increased from 15.98% at the end of March 2023.
- The benefits of the District Crime Unit model continue to be tracked by the Horizons Team.
- **Rapid Video Response' (RVR)** – RVR has transitioned to a 'business as usual' status and is sitting within the Contact and Control Room (CCR) Command environment. RVR deals with B2 Domestic Abuse demand received by the Constabulary when virtual attendance is deemed suitable. 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 2500 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 84% of people indicating that they would use the service again if they had to report a similar matter. In this reporting period (1<sup>st</sup> October 2023 – 31<sup>st</sup> March 2024) over 800 consultations were held, which equates to 8.0% of overall Domestic Abuse demand received by the constabulary, and 21% of Grade B2 domestic demand.
- The use of technology to provide a virtual response for other types of demand is now being scoped, with a pending pilot in Norwich District in the coming months.
- **Right Care Right Person' (RCRP)** - RCRP is a national partnership initiative between Police, Health, and Social Care, aimed at ensuring that the most appropriate agency deals with health-related incidents. The Constabulary 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 first phase of implementation was planned to go live in February 2024, but was paused in January due to the tragic murders of three people at an address in Costessey, Norwich. During the pause, the Constabulary asked the College of Policing to conduct a pre-implementation review to understand how ready the system was for implementation. Additionally, through the Office of the Police Crime & Commissioner, HMICFRS were commissioned to inspect the Force Control Room's handling of 999 calls. RCRP will go-live on 29<sup>th</sup> May 2024.
- **The Drone Development Project** is leading the delivery of two workstreams regarding the use of drones in policing:

### The Beyond Visual Line of Sight (BVLOS) project

- BVLOS is a trial focusing on the national Drone First Responder (DFR) concept governed by the National Police Chiefs Council (NPCC), with funding from the Home Office. It aims to establish a national Operational Safety Case agreed by the Civil Aviation Authority (CAA) for police flying drones out of the sight of the pilot using technology to assist them flying from a remote environment. 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.
- There is ongoing engagement with the NPCC Drones Programme regarding Home Office funding available to Norfolk Constabulary for DFR in financial year 2024/25. A paper has been submitted requesting funding to cover three Full Time Equivalent (FTE) staff/officer posts. Formal confirmation is expected in Quarter 1 of 2024/25. Additional funds to support delivery in 2024/25 have been agreed with NPCC. No funding was provided to the force to resource testing in financial year 2023/24 and as such progress has been limited this year to background readiness, drafting the Operational Safety Case, and configuring equipment. Finalisation of plans and testing approach will begin in April, with testing expected to commence in the summer. The NPCC team will begin to scope the opportunity to showcase progress to the Policing Minister and Home Office in mid-summer.

### Norfolk Drone Training Academy (NDTA)

- The 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.
- The final income generation figure for the NDTA for 2023/24 has been confirmed as £110k.
- A newly renovated location at Hethersett Old Hall Professional Development Centre is being finalised for the NDTA with tailored furniture, fittings, and equipment. This is expected to be ready by early April 2024.
- Plans are in place to provide additional dedicated resource to support continued delivery to meet expected demands in 2024/25.

## **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.

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



**ORIGINATOR:**

Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:**

For Information

**SUBMITTED TO:**

PCC's Accountability Meeting – July 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

Public Perceptions	Last 12 months	Previous 12 months	% difference to previous 12 months
Police doing an excellent/good job	87%	85%	2pp
I have confidence in the police in my local area	82%	79%	3pp
Police deal with crime/ASB that matter	61%	59%	2pp
Police understand issues that affect your community	67%	63%	4pp
Satisfaction with the level of policing in your local area	60%	56%	4pp

Table 6: Public Perceptions survey data.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023.

- Public perceptions of policing in Norfolk remain strong with increases in satisfaction shown across all indicators in Table 6.
- A number of incidents that have attracted public interest during this reporting period have not adversely affected the public perception of policing survey results.
- 87% of those surveyed within the date range felt that Norfolk Constabulary was doing a good or excellent job, showing a 2-percentage point improvement against the previous 12-month period, demonstrating strong confidence in general policing across the county.
- On 25<sup>th</sup> January 2024 the Office for National Statistics (ONS) published the Crime Survey for England and Wales (CSEW) Public Perceptions Survey results for the twelve-month period ending September 2023. The survey results are published quarterly. The survey found the following:
  - Norfolk Constabulary was ranked 5<sup>th</sup> 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 was ranked 2<sup>nd</sup> in the country for the percentage of the public agreeing that the local police and local council are dealing with the antisocial behaviour and crime issues that matter most.
  - Norfolk Constabulary was ranked 6<sup>th</sup> 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 was ranked 8<sup>th</sup> in the country for the percentage of the public who agree that their local police understand the issues that affect

their communities, and 9<sup>th</sup> in the country for the percentage of the public who agree that the local police are dealing with the things that matter to people in their communities.

- Norfolk Constabulary was ranked 6<sup>th</sup> 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 was ranked 4<sup>th</sup> in the country for the percentage of the public who rated their police force as ‘good or excellent’ when asked how well the police are doing in their area.
- We attribute these 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 and which the public value most, thereby building trust and confidence.

## Complaints and Conduct update

Indicator	Last 12 months	Previous 12 months	Difference
PSD data complaints	334	415	- 81
PSD data complaints - documented within 2 working days	81.7%	76.1%	5.6%
PSD data complaints - complainant contacted within 10 working days	80.2%	82.4%	- 2.2%
PSD data complaints time to resolve - Schedule 3 only (average in working days)	100	85	15
PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	46	40	6
PSD complaints finalised where service provided not acceptable	96	96	0
Reviews upheld	22	15	7
Chapter 13 letters	27	12	15
PSD conduct cases	85	67	18
Misconduct hearings	21	4	17
Misconduct meetings	11	12	- 1
Police Appeals Tribunal	0	1	- 1

Table 7: Professional Standards Department data. The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023.

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

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

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

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

## Complaints

- In the reporting period 334 public complaints were received. This is a 20% decrease in complaints compared to the previous 12-month period.
- This reporting period has seen an increase of 5.6% in the percentage of complaints that were documented (logged) within two working days.

- 81.7% of complaints were logged within two working days, and 80.2% of complainants were contacted within ten working days. Contact times are slightly down on those in the previous 12-month period.
- There has been an increase in the average number of days taken to resolve a Schedule 3 complaint, increasing from 85 days in the previous 12-month period to 100 days in the last 12-month period. This can be attributed to an increase in Professional Standards Department (PSD) staff workloads and the increased complexity of some ongoing cases.
- In 96 of the complaint cases that were finalised in the last 12-months the service provided was deemed 'not acceptable'. In cases where the service provided has not been acceptable, investigating officers are encouraged to identify learning, both individual and organisational, to deliver a future reduction in similar cases. Identified learning is reviewed monthly by PSD to identify trends and seek solutions. PSD have recently amended their processes to capture learning from low level dissatisfaction cases. This should provide a more complete picture of the common issues and themes throughout the organisation.
- Where a local investigation has not been completed within 12 months, the appropriate authority must provide the Local Policing Body (the OPCC) and the Independent Office of Police Conduct (IOPC) with a report outlining the steps taken to progress the investigation. This is referred to as a Chapter 13 Response. After the initial 12 months, a Chapter 13 Response is required at 6 monthly intervals thereafter.
- Within the last 12 months PSD oversaw the production of 27 of these reports. This is an increase from 15 in the previous reporting period. Of the 27 Chapter 13 responses, over half were suspended due to being 'Sub Judice'. If proceeding with the complaint or conduct investigation would be prejudicial to the criminal proceedings, the case is held Sub Judice and is effectively 'on-hold' until such time that the criminal proceedings have concluded. Three complaint cases have been subject of two Chapter 13 responses within the reporting period. Lengthy investigations, and the time taken by the IOPC to complete reviews, also impact the timeliness of the investigations.

## Conduct

- There were twenty-one misconduct hearings held for officers and staff in the last 12 months compared to four in the previous 12-month period. The hearings resulted in nine dismissals and a further seven individuals would have been dismissed had they not resigned.
- 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.
- Changes to the chairing of Police Misconduct hearings will come into effect in May 2024. Chief Constables will have stronger decision-making powers to determine whether a police officer should be dismissed from the police service by chairing public Gross Misconduct hearings. It is hoped this new protocol will

expedite the misconduct hearings process to the benefit of the public, Constabulary, and the subject officer/staff member.

## Prevention and Analytical Project Update

- The Professional Standards Department is currently undergoing internal changes to improve the way that both individual and organisational learning is identified and addressed. PSD are working closely with the People Directorate and other internal stakeholders to develop a joint force data correlation project. This will result in a cross referencing of Human Resources and PSD data to accurately identify trends and themes across the organisation. This project will encompass both complaint and conduct data, highlighting ‘hotspots’ which require intervention or prevention work. Identified hotspots will be thoroughly researched and discussed at a monthly meeting, where the appropriate intervention can be determined.
- This intelligence and analytical work will feed into a new PSD ‘Prevent Officer’ role. A successful candidate has been selected and will be starting with the department imminently. The Prevent Officer will be tasked with problem solving ‘hotspots’ identified through the force data correlation work. They will also be the ‘face’ of PSD, providing bespoke training to teams or departments with the aim of preventing complaints and conduct matters arising.

## Delivering Effective Neighbourhood Policing

Indicator	Detail	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Beat managers	Establishment	92.0	98.0	110.3	-6.1%	-16.6%
	Effective strength	89.7	86.1	101.2	4.2%	-11.4%
	Effective strength as a percentage of establishment	97.5%	87.8%	91.8%	9.7pp	5.7pp
Sergeants	Establishment	148.0	148.0	137.3	0.0%	7.8%
	Effective strength	138.6	144.9	134.5	-4.3%	3.1%
	Effective strength as a percentage of establishment	93.7%	97.9%	97.9%	-4.2p.p	-4.2pp
Local Policing Neighbourhood Sergeants	Establishment	13.0	13.0	13.7	0.0%	-5.1%
	Effective strength	14.0	15.5	14.6	-9.6%	-4.2%
	Effective strength as a percentage of establishment	107.7%	119.2%	106.9%	-11.5p.p	0.8pp

Table 8: Establishment, strength for Beat Managers and Sergeants (Note: The Sergeant establishment includes all Local Policing Command Sergeant posts).

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

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

- In this reporting period the establishment for Beat Managers has reduced from 98 to 92. 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 remained static at 148. This figure includes the Local Policing Neighbourhood Sergeants who provide direct supervision to Beat Managers.
- In the last 12-months the Local Policing Neighbourhood Sergeant establishment has also remained static at 13. The reduction of 0.7 from the long-term average was also due to the re-alignment of a post into the new District Crime Units as explained above.
- The Community Safety Problem Solving team continues to work alongside local Neighbourhood Policing teams to develop and deliver problem solving approaches to crime and antisocial behaviour issues.
- Data collection and analysis is being developed in line with the national Neighbourhood Policing Performance Framework that has been published by the National Police Chief's Council, with new metrics being added each month.
- The Community Safety Department Superintendent meets each month with representatives from each policing District to review a number of themes that impact on our neighbourhood policing response across the county, including engagement, problem solving, training, priority setting, responses for antisocial behaviour, and data capture/reporting.
- The Community Policing Team (CPT) are entering their busiest period for supporting events where they employ behavioural detection tactics to maintain public safety. In June they will deploy at the Take That concert at Carrow Road and will be shadowed by Thames Valley Police so that they can learn from our techniques.
- Funding has been obtained for additional marketing of our proactive neighbourhood policing approaches on electronic advertising boards outside Carrow Road Football Stadium and Chantry Place Shopping Centre.



## Delivering Accessibility through Active and Focused Engagement in our Communities

Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Park Walk Talk Engagements	9,158	7,309	25.3%
Targeted Activity Engagements	5,575	3,145	77.3%
Community Meeting Engagements	884	826	7.0%
Neighbourhood Engagements	2,450	1,072	128.5%
Public Event Engagements	1,047	500	109.4%
Vulnerable or Diverse Communities	901	430	109.5%
Children and Young People Engagements	1,317	566	132.7%
Engagement Surgery	604	282	114.2%
Recruitment Event Engagements	36	33	9.1%
Independent Advisory Group Engagements	64	25	156.0%
Crime Prevention	1,526	1	152500.0%

Table 9: Engagement totals and by category, from Engagement App

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023.

Note: The Crime Prevention category was added as a new category on the app in August 2023.

- Officers record their engagement activity on the Engagement Application. The application continues to be further developed, and data from the app is reviewed each month at a district level to identify trends or gaps in community engagement. The way that each of these categories are used is under review alongside the development of new linked training which will be delivered to all Neighbourhood Policing officers.
- The Neighbourhood Policing Performance Framework has now been in place for a number of months and includes the collection of engagement-related information. The data set continues to grow and is being used to identify areas for improvement.
- District Engagement Plans are continually developing. They are monitored through the Neighbourhood Policing Improvement Board which has been created to improve oversight and accountability, and to spread best practice across the county.
- Engagement with diverse communities is coordinated through the Equality, Diversity, and Inclusion team. This team is working with the District Engagement Officers and Local Communication Officers to maximise opportunities to engage with our more isolated communities.

### Local Communication Officer update

- The Constabulary provides regular updates to communities about crimes, incidents, and local policing activity through our 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, priority issues, other policing 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 (X – formerly Twitter, Facebook, Nextdoor, and 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, getting people information they need, passing messages on to officers, and signposting people to other agencies where necessary. The team also interact via comments on posts, responding to concerns or providing additional factual information if content has been misinterpreted.
- These channels are also an effective operational tool in gaining information from communities about crime, which is passed to the relevant teams to investigate further.
- Table 10 shows our Facebook accounts data for the period 1<sup>st</sup> October 2023 to 31<sup>st</sup> March 2024, highlighting the number followers, account growth, direct messages received, and post reach for each account.

<b>Facebook account summary 1 October 2023 – 31 March 2024</b>				
<b>Account</b>	<b>Total followers</b>	<b>Growth</b>	<b>Calls for service (direct messages)</b>	<b>Post reach (total times content seen by different people)</b>
Norfolk Constabulary	80,091	+5,485	300	11.9m
Breckland	7,562	+1,105	34	1m
Broadland	6,383	+569	24	373k
Great Yarmouth	7,963	+687	68	601k
King’s Lynn	9,968	+1,546	93	1.1m
North Norfolk	8,191	+1,224	38	418k
Norwich	6,083	+1,657	39	767k
South Norfolk	5,846	+226	21	415k

Table 10: Facebook account performance by policing district for the period 01/10/2023 to 31/03/2024.

- Table 11 shows the number of followers and growth for each of the Constabulary’s ‘X’ accounts for the period 1<sup>st</sup> October 2023 to 31<sup>st</sup> March 2024.

<b>X (formerly Twitter) performance 1 October 2023 to 31 March 2024</b>		
<b>Account</b>	<b>Total followers</b>	<b>Growth</b>
Norfolk Constabulary	120,764	+2,574
Breckland	6,001	-10
Broadland	4,740	+18
Great Yarmouth	6,393	+257
King's Lynn	12,677	+50
North Norfolk	6,238	+102
Norwich	20,934	+216
South Norfolk	6,140	+18

Table 11: 'X' account performance by policing district for the period 01/10/2023 to 31/03/2024.

- Findings from the 2023 review of our online accounts showed good growth across our corporate and district accounts. Even with fewer posts going out on the accounts, they grew consistently, showing the power of quality over quantity.
- 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

<b>Indicator</b>	<b>Last 12 months</b>	<b>Previous 12 months</b>	<b>Long-term average</b>	<b>% difference to previous 12 months</b>	<b>% difference to long-term average</b>
<b>Total calls for service</b>	422,880	424,550	428,549	-0.4%	-1.3%
<b>999 calls</b>	135,453	126,942	115,332	6.7%	17.4%
<b>% 999 calls answered within 10 seconds</b>	91.8%	85.0%	88.5%	6.8pp	3.3pp
<b>101 calls</b>	287,427	297,608	313,217	-3.4%	-8.2%
<b>Average time to answer 999 (in seconds)</b>	5	7	6	2	1
<b>% Emergencies in Target - County</b>	83.1%	86.5%	88.7%	-3.4pp	-5.6pp
<b>% Emergencies in target - Urban</b>	85.5%	88.2%	90.4%	-2.7pp	-4.9pp
<b>% Emergencies in target - Rural</b>	80.5%	84.7%	86.8%	-4.2pp	-6.3pp
<b>Median time to attendance for B1 (HH:MM:SS)</b>	00:40:01	00:37:23	<i>Data not available</i>	7.0%	<i>Not applicable</i>
<b>Median time to attendance for B2 (HH:MM:SS)</b>	19:55:29	14:08:52	<i>Data not available</i>	40.8%	<i>Not applicable</i>
<b>Median time to attendance for C (HH:MM:SS)</b>	22:39:16	18:17:43	07:20:15	23.8%	208.7%
<b>Median time to attendance for Diary apps (HH:MM:SS)</b>	97:47:27	94:45:32	50:50:21	3.2%	92.4%
<b>% calls addressed through phone resolution</b>	0.3%	0.3%	0.4%	0pp	-0.1pp
<b>Online contacts (emails, LiveChat and Single Online Home)</b>	65,697	<i>Data not available</i>	<i>Data not available</i>	<i>Not applicable</i>	<i>Not applicable</i>

Table 12: Call Handling and Emergency Response.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

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

- 999 call demand continues to rise and is 6.7% higher than the previous 12-month period, and 17.4% higher than the long-term average. This rise continues to put pressure on the average time to answer both 999 and 101 calls, leading to an increase in abandoned call rates.
- Despite the increase in 999 demand the last 12-month 999 Service Level Agreement (SLA) performance has improved by 6.8% compared to the previous 12-months, and the average time to answer has improved to 5 seconds. This is because the benefits of the modernisation programme have now taken effect; however, the year-on-year increase in demand is predicted to continue, placing downward pressure on all performance metrics.
- 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.
- In the last 12 months the Contact and Control Room (CCR) has delivered a 91.8% Service Level Agreement for 999 calls answered within 10 seconds despite a 6.7% increase in yearly demand.
- 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 17.4%.
- 101 call demand has shown a modest decrease of 3.4% over the last 12 months but has reduced by 8.2% compared to the long-term average as we continue to see growth across our on-line reporting channels. For the 12-month period ending 31<sup>st</sup> March 2024 the Contact and Control Room received more than 65,000 online contacts (emails, LiveChat and Single Online Home).
- Median attendance times are showing a slight decline when compared with the previous 12-month period. The Constabulary monitors attendance times very closely, at both the monthly County Policing Command Quality and Standards meeting and the Force Performance meeting, which is chaired by the Deputy Chief Constable. The key message in terms of public safety is that when attendance time targets are not met, it is often only by a matter of minutes. This is tracked closely via spectrum graphs at the aforementioned Quality and Standards meeting.
- A minor restructure of SNT-Patrol (Response) resources is occurring in the Norwich District with the intention of improving response times.
- Over the last two years, the SNT-Patrol establishment has been reduced slightly (from 520 to 480) to achieve enhancements in the investigation of volume crime. This has seen the Constabulary become one of the best police forces in the country at solving crime, with 1 in 5 crimes now being solved, an increase from 1 in 7 prior to this realignment of resources.

## 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:

### October 2023

- Operation Octane – Partnership operation targeting car meets/car cruising and associated anti-social behaviour, road related offences, and criminal offences.
- County Lines Intensification Week – national week of activity targeting drug offences.
- Roads Policing Tyre Safety Awareness month.

### November 2023

- Op Tramline – Road Safety Heavy Goods Vehicle campaign.

### December 2023

- National Drink and Drug Drive campaign.
- Action Fraud 12 Frauds of Christmas national campaign.

### January 2024

- Human Trafficking Awareness Day.
- Neighbourhood Policing Week of Action.
- Action Fraud National Romance Fraud campaign.

### February 2024

- Sexual Abuse and Sexual Violence Awareness Week.
- Safer Internet Day.
- 'Stop! Think Fraud' national campaign.
- Action Fraud holiday campaign.
- Op Crosswind – Roads Policing mobile phone operation.

### March 2024

- County Lines intensification week publicity.
- 'No More' Week - domestic abuse and sexual violence awareness campaign.
- International Women's Day.
- National Child Exploitation Awareness Day.

## **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 is a 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.**

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





**ORIGINATOR:**

Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:**

For Information

**SUBMITTED TO:**

PCC's Accountability Meeting – July 2024

**SUBJECT:**

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

**SUMMARY:**

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

**RECOMMENDATION:**

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

An overview of each pillar is provided in appendix A

### PILLAR 3: TACKLING CRIME

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Domestic Abuse	Number of crimes	10,739	13,007	13,091	-17.4%	-18.0%
	Solved	1,292	1,433	1,331	-9.8%	-2.9%
	% Solved	12.0%	11.0%	10.3%	1.0pp	1.8pp
	Charged	1,024	1,172	1,096	-12.6%	-6.6%
	% Charged	9.5%	9.0%	8.4%	0.5pp	1.1pp
	% Where victim not ready to engage	65.9%	61.8%	60.5%	4.1pp	5.4pp
	% Where investigation not possible	0.8%	0.7%	0.8%	0.1pp	0pp
	% of all crime	18.1%	19.4%	19.8%	-1.3pp	-1.7pp
Rape and Serious Sexual offences	Arrest rate	35.5%	30.8%	28.7%	4.7pp	6.8pp
	Number of crimes	2,420	2,618	2,511	-7.6%	-3.6%
	Solved	182	202	184	-9.9%	-1.1%
	% Solved	7.5%	7.7%	7.4%	-0.2pp	0.1pp
	Charged	161	168	160	-4.2%	0.6%
% Charged	6.7%	6.4%	6.4%	0.3pp	0.3pp	

Table 13: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

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

- Volumes of domestic abuse crimes have decreased in the last 12-months compared to the previous 12-months (-17.4%) and have decreased when compared with the long-term average (-18.0%). The Office for National Statistics (ONS) updated overview of Domestic Abuse in England and Wales, released in November 2023, reported that there was no significant change in the prevalence of domestic abuse experienced in the last year compared with the previous year<sup>1</sup>, however the dataset used by ONS compares the year ending March 2023 with the year ending March 2022.
- Although the volume of solved domestic abuse crimes has reduced, the rate of solved domestic abuse crimes has increased since the previous 12-months and long-term average and is now at 12%. This value has increased from 11.4% seen in the previous report (January 2024 Police Accountability Meeting).
- Volumes of Rape and Serious Sexual offences have reduced by 7.6% (a decrease of 198 crimes) compared to the previous 12-months.

<sup>1</sup> [Domestic abuse in England and Wales overview - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/domestic-abuse-in-england-and-wales-overview)

- The Solved rate of Rape and Serious Sexual offences has decreased by 0.2 percentage points when compared with the previous 12-months but has increased by 0.1 percentage point compared with the long-term average. The Charge rate for Rape and Serious Sexual offences has increased against both the previous 12-months and the long-term average.

### Ongoing workstreams linked to VAWG Strategy:

- The Constabulary continues to embed the Operation Soteria national operating model as part of our response to Rape and Serious Sexual Offence investigations. This has included delivering the new College of Policing Rape Investigation Skills Development Programme (RISDP) to all relevant staff. In addition, there is now has a well-established Rape Scrutiny Panel, and we continually seek other opportunities to gain and learn from victim survivor feedback.
- Following a successful pilot Operation Engage is now a permanently funded team and focuses on providing exceptional service to Rape and Serious Sexual Offence victims, prevention, and supporting bringing offenders to justice.
- The Constabulary monitors the highest harm repeat victims, offenders, and locations through a monthly Tactical Tasking Co-ordination Group. This process, as well other suspect focussed activity, is supporting improvements to the way we reduce victimisation and prevent further offending.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Disruptions against Tactical Vulnerabilities/Priority Individuals included	187	289	188	-35.3%	-0.5%
Disruptions recorded against scored OCGs only	68	113	88	-39.8%	-22.7%

Table 14: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs).

The date range for the Last 12 months was 01/04/2023 – 31/03/2024. The date range for Previous 12 months was 01/04/2022 – 31/03/2023.

Area	Indicator	March 2024 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	0	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	2	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	8
	MODERN SLAVERY AND HUMAN TRAFFICKING	2	2
	ACQUISITIVE CRIME	0	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	0	0

Table 15: Live Serious and Organised crime threats (Tactical vulnerabilities / Priority individuals and scored Organised Crime Groups). The date range for the Last 12 months was 01/04/2023 – 31/03/2024.

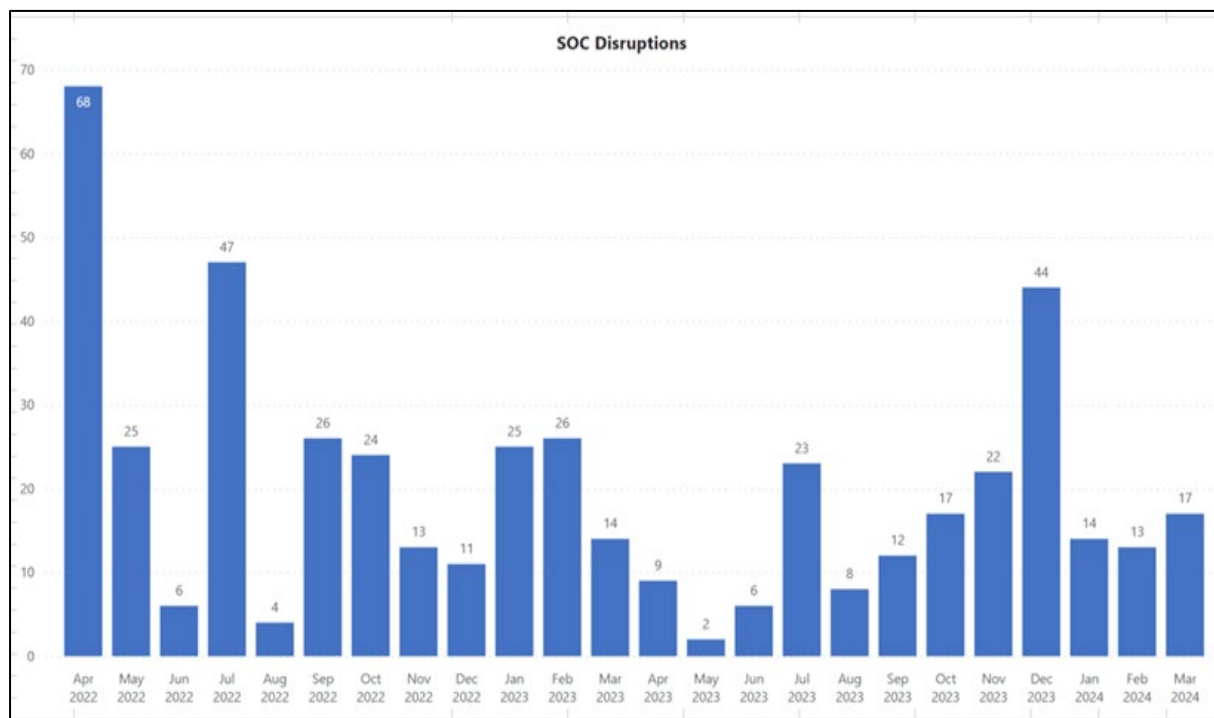


Table 16: Norfolk SOC disruptions for the period 01/04/2022 – 31/03/2024

## 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 programme of work to improve how it records disruptions in line with the Area for Improvement (AFI) identified by His Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) when they undertook an inspection of our response to Serious and Organised crime in 2022. There is an

upward trajectory in recorded SOC disruptions because of the improvements being undertaken.

- Table 14 shows a drop in recorded SOC disruptions over the last 12-months compared to the previous 12-month period. This is attributed to low reporting for the first three months of the reporting period (April, May, and June 2023) when a total of only 17 disruptions were recorded. This dip was addressed, with work undertaken to improve the quality of SOC disruptions as highlighted below. The following three months (July, August, and September 2023) saw a significant increase, with 43 SOC disruptions recorded. This improvement continued throughout the remainder of the reporting period and overall recorded disruptions continue to trend upwards.
- 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.
- An improvement in the management of 4P plans is apparent, with clear governance that ensures consistency across all SOC threats.
- Operation Orbit is a thematic operation that was commissioned in February 2024 looking at the threat of Western Balkan criminality across Norfolk. Early results have been positive with some large seizures of cannabis recovered. Since January 2024, seventy individuals linked to this operation have been arrested.
- During the reporting period key SOC disruptions have included:
  - On 1st November the leading member of an OCG (Operation Spotlight), was sentenced to five years imprisonment. A significant nominal who supplied cocaine and held the line phone was also sentenced to three years and four months imprisonment. Other members of the group were given suspended sentences, whilst a further line holder remains outstanding wanted on warrant having left the country. Approximately £20,000 has been seized and will soon be forfeited in Proceeds of Crime Act (POCA) proceedings.
  - The principal subject of Operation Monday was sentenced to 10 years and 25 days imprisonment at Norwich Crown Court on 17th of November 2023 for Conspiracy to Supply Class A Drugs, linked to the commercial supply of cocaine across Norfolk.
  - The final defendant in Operation Oxen was sentenced on the 8<sup>th</sup> of February 2024 at Norwich Crown Court for their role in delivering two kilos of cocaine in exchange for £72,000 in cash. Cash and drugs were recovered by police. They received seven years imprisonment for being concerned in the supply of class A drugs and a one-year prison sentence to run concurrently for possession of criminal property.
  - Four firearms warrants were conducted on Operation Bokken subjects who were involved in a gang related aggravated burglary. Two firearms were recovered along with 1.5kg of Cannabis and two wraps of Cocaine.

- Two vehicles with Operation Shield markers were stopped in convoy having travelled from the West Midlands to Great Yarmouth on a quick-return journey. They were stopped as they left Norfolk. A van was found to contain twenty-four vacuum-packed bags of cannabis bud, which had an estimated street value of £200,000, leading to the arrest of three individuals. Following their arrest, ANPR and CCTV related research showed the vehicles attending an address on King Street in Great Yarmouth. A discrete visit to this address by Intelligence Officers indicated a potential cannabis grow. Entry was forced and a large cannabis cultivation was found within.

## Fraud Investigation update

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

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	12	13	Data not available	-7.7%	Not applicable
Possession with intent to supply - arrests	247	278	307	-11.2%	-19.5%
Concerned in supply of controlled drugs - arrests	295	326	366	-9.5%	-19.4%

Table 17: Closed County lines and Possession drug supply arrests.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

- At the end of March 2024 there were 18 identified County Lines operating in Norfolk. Each County Line is assessed using a scoring matrix, which attributes a score based on the threat they are believed to pose. This considers a range of factors, including threats or use of violence or using children to deal drugs. Those higher risk lines are graded as Tier 1, which take precedence for investigation and enforcement ahead of lower scoring Tier 2 lines.
- The number of identified lines fluctuates on a continual basis but remains much lower than prior to the County Lines team being formed in 2020, when around 70 lines were identified as being active in the county.
- A lot of County Lines identification work is based on telephone communications data and there are a range of methods which the team employs to understand the current picture in the county. That development work regularly highlights new County Lines operating, or the re-emergence of previously known lines, albeit usually with a different subject controlling it. Work to identify County Lines and to score them is revealing threats and opportunities to disrupt the supply line of Class A drugs in the county, so a proportionate rise in the total number of lines identified is not necessarily a negative indicator.
- The volume of County Lines closed remains relatively stable when comparing the current 12-month period with the year prior. Certain lines are more difficult to attribute to a controlling subject or subjects depending on their mode of operation. Whilst some lines can be identified and enforced on very quickly, others require a sustained period of evidence gathering before charges can be brought.
- To end of March 2024, 163 County Lines have been closed and 178 people have been charged in connection with running drugs supply lines in Norfolk. A total of over 500 years of prison sentences have been handed out by court judges in Norfolk since the inception of the County Lines team in 2020. Drugs, cash, and weapons are regularly being recovered during enforcement activity and cash seizures in excess of £180,000 have occurred in the 4 years of the County Lines' team's operation.
- Enforcement continues in partnership with other law enforcement agencies, most notably with the Metropolitan Police under Operation Orochi for London based drug networks. Exporting locations where lines originate to deal drugs in Norfolk include Birmingham, Merseyside, and Bedfordshire in recent months.
- In line with the Operation Orochi model, the Constabulary continues to lead a targeted investigation model to identify and pursue those in control of the drug networks, supported by extensive acquisition and analysis of communications data. This data is used to support the operational deployment of resources and assists in the wider thematic understanding of the Crack Cocaine and Heroin market in Norfolk.

- 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. This is unlikely to change as drugs supply issues using naturally occurring opiates have led to a rise in predominantly Chinese-originating synthetic substitutes. Norfolk Constabulary continues to be an active member of the Norfolk Drug and Alcohol Partnership (NDAP) and works closely with health 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.
- The Constabulary is committed to working closely with partner agencies to support the rehabilitation of drug users. This whole system approach aims to reduce drug use and associated demand for the product. The County Lines police team works with district-based colleagues in the disruption of County Lines and also seeks opportunities as part of that work to divert drugs users to treatment providers.
- 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 the Multi Agency Child Exploitation (MACE) team. Working in this way allows engagement with partner agencies including Children’s Services and Education to deliver interventions that support the ongoing safeguarding of those young people.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Hare coursing incidents	123	154	199	-20.1%	-38.2%
Farm machinery thefts	28	24	26	16.7%	7.7%
Livestock worrying incidents	8	10	10	-20.0%	-20.0%

Table 18: Hare coursing, Livestock worrying incidents and Farm machinery thefts.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

- There are a number of high-profile cases proceeding through courts in relation to theft and hunting matters.



- Partnership working remains a key to the success of the Operation Randall Rural Crime team. The Constabulary chairs the Community Rural Advisory Group (CRAG) providing a platform for early identification and information sharing opportunities with rural partners and the community.
- The data in Table 18 supports a continued reduction in reports of hare coursing. A long term national, regional, and countywide strategy (Operation Galileo) is assisting with this reduction. Norfolk has a clear positive action policy for dealing with hare coursing which has continued to make the county an unattractive venue in which to commit this type of offending. This positive action is supported by proactive patrols from the Operation Randall Rural Crime team who also support the criminal investigations. In this period eight offenders have been found guilty of hare coursing related offences at court and received significant fines. In addition, we have successfully used new legislation which has enabled the Constabulary to recover kenneling costs incurred when seizing the dogs used during the offences.
- Whilst there has been a slight increase in farm machinery thefts reported during this period, we have not noted any significant long-term linked series of thefts. The Operation Randall team reviews all theft reports and employs detection and prevention measures. The team work closely with other enforcement arms of the Constabulary including Operation Moonshot teams to offer a targeted response.
- We continue to use our network of professional and community leads via their newsletters and social media following to highlight trends and reinforce crime prevention methods.
- Livestock worrying figures are low, but it remains firmly on the radar of the Operation Randall team, who support, educate, and prevent where possible. We are engaged in Operation Recall, a national project which is working to reduce livestock worrying incidents.

## **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 3<sup>rd</sup> sector providers who continue to support the victim. The Constabulary has also committed to researching and identifying better ways for women and girls to provide feedback on the quality of the service they do receive.

## Relentless Pursuit of Perpetrators

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

## Safer Spaces

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

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

### Overview

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

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

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

### Overview

- “County Lines” is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the UK. A dedicated mobile phone number known as a “deal line” is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.
- Since 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.

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



**ORIGINATOR:**

Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:**

For Information

**SUBMITTED TO:**

PCC's Accountability Meeting – July 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 October 2023 and the end of March 2024 there were an average of 123 offenders on the Norfolk IOM scheme. This is a slight decrease from the previous reporting period. Approximately 75 percent of these were managed by the Norwich office which covers Norwich, Broadland, South Norfolk, and Breckland districts.
- 89 percent of the offenders were male, with the greatest number of them being in the 25-49 age bracket. An average of 45 percent of the cohort were in custody, with the other 55 percent being managed in the community.
- During this reporting period twenty-seven people were de-registered from the scheme. Eight 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. Ten had reached the end of their statutory period under Probation supervision, five with no immediate concerns of continuing criminality. Two offenders were transferred to a different force/probation area, and one received a significant sentence following further offending.
- During the same period, 24 percent of the individuals managed on the Norfolk IOM scheme within the main cohorts were charged with further offences (Note: these offences may not have been committed during the reporting period).

### Work in Partnership to Safeguard Vulnerable Adults and Children

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Section 47 Strategy discussions (Child protection)	1,419	1,241	Data not available	14.3%	Not applicable
Section 42 Planning discussions (Adult protection)	1,899	2,470	Data not available	-23.1%	Not applicable
Open Child exploitation cases - High Risk	42	53	65	-20.8%	-35.4%
Open Child exploitation cases - Medium Risk	260	314	322	-17.2%	-19.3%
Child Exploitation screenings	596	677	765	-12.0%	-22.1%

Table 19: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

- The number of Section 47 Child Protection Strategy discussions has again increased relative to the previous 12-months, reflecting continued increasing demand over the latter part of 2023 and the start of 2024.
- Cases are tracked at multi-agency meetings with senior leads from Children's Services to consider case volume and quality issues. There are no notable



systemic issues of concern currently. There is nothing to suggest overuse of strategy discussions in Norfolk and increases may be a result of other factors such as improved awareness across the partnership.

- Section 42 Adult Protection planning discussions have decreased in comparison to the previous twelve months. This is a sustained decrease and is likely to be the consequence of improved partnership understanding of capability and remit between Police and Adult Social Care. Quality assurance work within the Multi Agency Safeguarding Hub (MASH) is ongoing to identify whether Adult Protection Investigation (API) numbers have also fallen or whether there is a disproportionate reduction in Section 42 meetings.
- Multi-agency Child Exploitation screening is now embedded 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 six months Norfolk Constabulary has worked with its partners through the CCSP Domestic Abuse and Sexual Violence Delivery Group (DASVG) to:

- Agree a set of minimum standards for Domestic Abuse training for all responsible authorities and other organisations that deliver training in Norfolk. The standards provide understanding of different forms of domestic abuse and describe children as victims of abuse in their own right. Partners are in the process of completing a self-assessment check list regarding their domestic abuse training. When complete, this will be considered as part of a review of the partnership training offer and training needs.
- Review the partnership dashboard which provides analysis of why some areas are more affected by domestic abuse than others, with consideration for how to respond to these issues on a locality basis. The dashboard is continually reviewed within the DASVG, ensuring that it is meaningful and is providing insight against strategic priorities.

### **Norfolk Safeguarding Children Partnership (NSCP)**

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

- Plan future partnership learning events, building on the success of the events held in the previous quarter with a view to increasing senior engagement at future events. Planned events include working with Norfolk Safeguarding Adults Board (NSAB) to increase knowledge and plan a process for transitional safeguarding.
- Begin work on defining goals and delivering outcomes in relation to partnership priorities for 2024/25.
- Deliver a thematic learning review following the case of a murdered young person who was involved serious youth violence in Norwich. The process included all safeguarding partners and the young person's family, drawing on

all involved to highlight areas for improvement and areas of good practice. The report will be published in summer 2024, with learning points to be delivered through a multi-agency Vulnerable Adolescence Strategy.

- Launch the Central Great Yarmouth Place Project, a co-designed project which is utilising young people, residents, charities, and professionals to achieve improvements in literacy, youth offer, education, employment, and training.

## Norfolk Safeguarding Adults Board (NSAB)

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

- Deliver the annual planning and development meeting which discussed 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 productive discussions on how ‘Right Care Right Person’ will be delivered locally in a way that supports the needs of vulnerable adults.
- Consider an increasing number of Safeguarding Adult Review (SAR) referrals from all agencies, resulting in the commission of two SARs (SAR-Y and SAR-Z) and suggesting a discretionary thematic review into the effect of mental health bed availability on vulnerable adults.

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

Indicator	Since inception (Sept 21)
<b>Perpetrators on DAPPA</b>	124
<b>Perpetrators referred to Change via DAPPA</b>	53
<b>Perpetrators referred to Change via DAST</b>	490
<b>Referrals made into DAPPA</b>	18
<b>Meetings held</b>	364
<b>Domestic Violence Disclosures (Clare's Law), prompted by DAPPA</b>	44

Table 20: 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 31/03/2024.

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

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

- The numbers of new referrals managed by the Domestic Abuse Perpetrator Partnership Approach (DAPPA) decreased in this period. This was due to reduced staffing levels in the DAPPA team as a consequence of a reduction in funding.
- The number of open cases and multi-agency meetings has also reduced in line with the smaller cohort of offenders who are able to be managed.
- Additional staffing support for the DAPPA team is being provided on a temporary basis. Longer-term options are being explored which will improve the staffing picture over the next few months.
- 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 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 continues to monitor stalking cases and provide guidance to investigating officers on cases where a Stalking Protection Order (SPO) should be considered.

### **PPU update**

- The Constabulary Public Protection Unit (PPU) continues to manage Registered Sex Offenders (RSOs) in the community in line with national guidelines. At the end of March 2024 there were 1240 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 at the end of March 2024 compared with the end of March 2023.
- Officers use a range of techniques to monitor the activity of RSOs, with unannounced home visits being a core part of most risk management plans. During this reporting period the Constabulary has invested additional resources in to the 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.
- All PPU Offender Managers are receiving 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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Out of court disposals (All crime)	5.4%	4.5%	4.5%	0.9p.p	0.9p.p
Referrals to Diversion schemes (Outcome 22)	0.7%	0.7%	0.7%	0p.p	0p.p

Table 21: Out of Court Disposals (Outcomes 2, 2A, 3, 3A, 6, 7 & 8) and Referrals to Diversion scheme.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

Out of Court Disposal Type	Oct 23	Nov 23	Dec 23	Jan 24	Feb 24	Mar 24
Conditional Cautions issued	144	163	117	188	139	148
CARA/Red Snapper	5	8	2	14	7	5
ADDER	31	34	29	44	22	9
Red Snapper Referrals Premium Hub	60	77	39	65	51	64
Red Snapper Referrals Standard Hub	69	66	53	83	58	52
Breaches	17	16	12	8	5	5

Table 22: Out of Court Disposals by type (since October 2023).

- Since 1<sup>st</sup> 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). The team is now a business-as-usual model.
- Scoping to make better use of Out of Court Resolutions has been completed by scrutinising 50 cases where charges have been laid over a 6-month period for a variety of offence types. Elements reviewed included early legal advice in conjunction no comment interviews, strength of supporting evidence, previous convictions, and the outcome at court. Of the 32 Guilty Anticipated Plea (GAP) cases reviewed, it was felt that 16 could have been resolved out of court. Four of the 14 Not Guilty Anticipated Plea (NGAP) cases had overwhelming supporting evidence but were precluded from the offer of OOCR through lack of admission, with no comment interviews following legal advice.
- Investment has been sought via a Home Office antisocial behaviour (ASB) hotspot funding bid (for which a decision is pending) to support the increased use of OOCR in the nighttime economy, to reduce offending and improve opportunities for the rehabilitation of offenders.
- Efficiency of the ODT pilot has been under continual evaluation for the past 18 months by the Strategic Business and Operational Service (SBOS) department who have tracked the progress of the first cohort of offenders to measure the success of the Red Snapper interventions. Current data from the evaluation indicates that 84% of those issued with a Conditional Caution from the first cohort did not reoffend in the 18-month period that followed. This continues to have a significant impact in terms of the Police and Crime Commissioners 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 since inception. Monthly average of referrals for Conditional Cautions and Community Resolutions over the past 12 months are 104 (Conditional Cautions) and 164 (Community Resolutions).
- 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 the commencement of the ERO pilot in December 2022 the proportion of all reported crime disposed of as an OOCR was 4.53 percent. It has since increased, averaging 5.14 percent between April 2023 and April 2024.
- 100 percent of cases processed for a Conditional Caution are offered Restorative Justice (RJ) via the hub (both victim and suspect) with approximately 14.63 percent of cases choosing to take up the opportunity to engage with RJ. Nationally we are still the busiest RJ service, with the four largest police forces combined not able to achieve the level of referrals that Norfolk and Suffolk receive and process. By comparison, nationally, only 5 percent 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 Police Service, West Midlands Police, and Greater Manchester Police).
- The National Police Chiefs Council (NPCC) are considering the launch of Restorative Justice Guidance and Minimum Standards which will provide national consistency for the use of RJ.
- The Constabulary is in a strong position to implement the upcoming change to Out of Court Resolution two-tier + legislation (expected mid-2025) with our current two-tier system now being firmly embedded and 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 once the new Code of Practice has been published.

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

Indicator	Last 12 months
<b>Total number of Juveniles referred to Out of Court Disposal Panel</b>	<b>307</b>
<b>Panel Outcomes</b>	
Returned to Police	3
Children's services	18
Other services	5
Community Resolution	2
Challenge 4 Change	230
Youth Caution	3
Youth Conditional Caution	23
Other outcomes	24

Table 23: Juveniles referred to Out of court disposal panel and outcomes.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024.

- 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 140 per 100,000 is lower than the Eastern Region (168) and lower than the average for all of England and Wales (166).
- 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 1<sup>st</sup> April 2023 and 31<sup>st</sup> March 2024, 307 young people who were referred to the Norfolk Youth Justice Service (NYJS) by the police were triaged to the NYJS Outcome Panel. Table 23 shows the disposal outcome following the panel, which included 230 Challenge 4 Change (C4C) diversion outcomes and two Community Resolutions.
- Research shows that children from ethnic minorities are less likely to offer an admission in police interviews due to distrust of the police. This increases the likelihood of them being charged for an offence rather than being issued with a diversionary outcome, and therefore creates racial disparity in the youth justice system. In recognition of this NYJS and the Constabulary have developed an additional pathway for young people to receive a diversionary input even in cases where they have not accepted responsibility for an offence, where appropriate.
- NYJS and the Constabulary have created a leaflet and accompanying letter that explains all the available child outcomes. This has been sent to all solicitor firms in Norfolk.

## **Appendix A - Overviews for each section of Pillar 4**

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

#### Overview

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

#### The IOM Scheme

- The 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.

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



**ORIGINATOR:**

Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:**

For Information

**SUBMITTED TO:**

PCC's Accountability Meeting – July 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

Indicator	Last 12 months	Previous 12 months	difference to previous 12 months
Receipt of Victim Information Letter being sent when crime was reported	72.2%	45.5%	26.7pp
Recording of Needs Assessment	86.6%	75.3%	11.3pp
Acceptance of a Referral to Victim Support Service	41.4%	49.0%	-7.6pp
Provision of information about the Investigation and Prosecution	85.2%	79.2%	6.0pp
Offer of a Victim Personal Statement	40.5%	12.1%	28.4pp
Making of a Victim Personal Statement	1.5%	0.9%	0.6pp
Provision of information about the Trial, Trial Process & your role as a Witness	74.9%	73.6%	1.3pp
Provision of Information about the Outcome of the Case and any Appeals	78.4%	77.4%	1.0pp
Number of Complaints received that VCOP rights hadn't been met	4	8	4

Table 24: Victims Code of Practice data from VCOP dashboard. The date range for the Last 12 months is 01/04/2023 – 31/03/2024. The date range for the Previous 12 months is 01/04/2022 – 31/03/2023.

- Three priority areas for VCOP were highlighted for improvement through the Supporting Victims Subgroup. They were 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 with front line officers and guidance issued to Inspectors has seen all three areas of compliance improve significantly in the last 12 months.
- The Victims and Prisoners Bill is proceeding through Parliament. The Supporting Victims Subgroup is leading on the Transition to Legislation with all areas tasked to complete tactical plans for the delivery of the new Victims Code by June 2024.
- New National Police Chiefs Council (NPCC) communications guidance and an associated toolkit has been received. A Communications Strategy is being put in place to ensure victims are aware of the new Victims Code and their rights, and that officers and staff are aware of the Code, the importance of ensuring victims receive a good level of service throughout their Criminal Justice journey, and the associated compliance metrics.
- Compliance metrics reporting is being conducted in a number of trial forces prior to all forces being required to report on Victims Code compliance from April 2025. A working group will be convened once the metrics are confirmed to ensure that the Constabulary will be able to report on them.
- Work is ongoing with Norfolk & Suffolk Victim Care Services to train front line officers and staff to increase the number of referrals for victims to support services. This includes work around repeat victims and the support they are offered.

## **Deliver High Quality Investigations to Support the Right Outcomes for Victims**

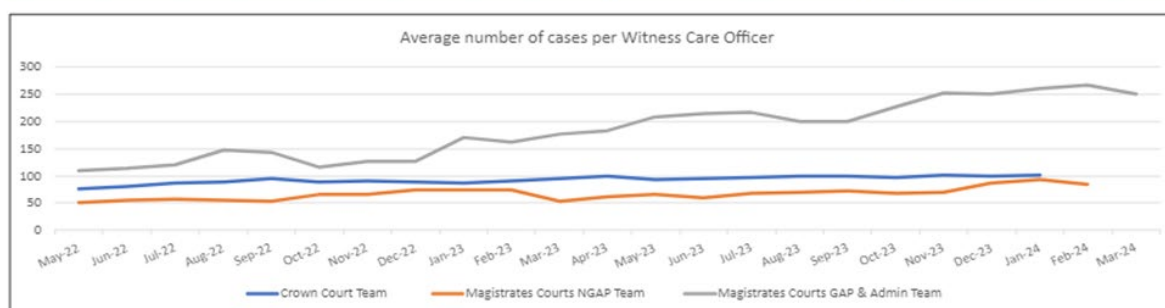
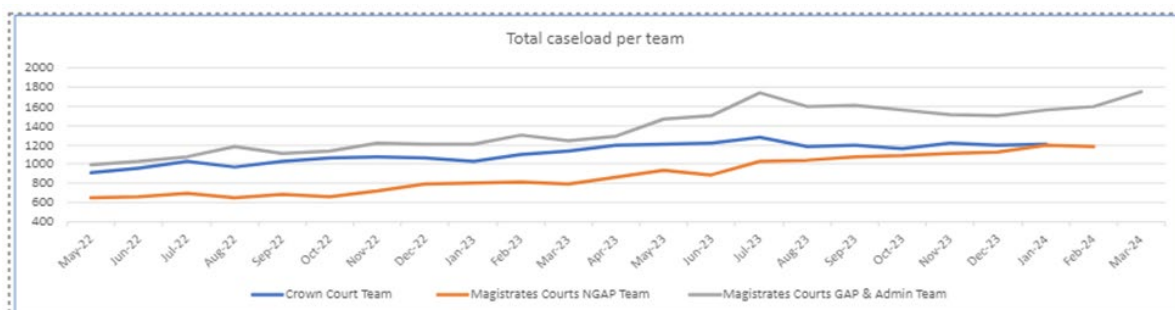
- The Constabulary continues to embed the Operation Soteria national operating model as part of our response to Rape and Serious Sexual Offence investigations. This has included delivering the new College of Policing Rape Investigation Skills Development Programme (RISDP) to all relevant staff. In addition, there is now a well-established Rape Scrutiny Panel and we continually seek other opportunities to gain and learn from victim survivor feedback.
- In this reporting period the Operation Investigate team have continued to support the County Policing Command (CPC) development training days for frontline officers. This training cycle is being delivered with the objective of improving investigative standards and ensuring that investigations are victim focused and evidence-led, to improve positive outcomes and victim satisfaction.
- Training in this quarter has continued to focus on improving the quality and timeliness of investigations, and the use, correct seizure, and storage of digital evidence. This enhances our ability to proceed with evidence-led prosecutions in cases where the victim is not at that time in a position to support the investigation.
- The Operation Investigate team continue to support the professional development of wider policing teams, with the aim of improving victim satisfaction. Supervisors who are new to managing crime investigations are able to access the team for one-to-one or small group support sessions, particularly if their most recent role was not an investigative one. Bespoke training has been developed to support officers to improve the investigation of domestic abuse offences, and to embed wider understanding of victim and offender behavioural responses to these offences.
- The team continue to support crime peer reviews and undertake investigative audits to support continuous investigation improvement at supervisory level. Online guidance has been updated and refreshed to respond to Home Office and College of Policing legislation and guidance changes.
- The Operation Converter team continue to perform strongly, improving satisfaction for victims by building upon the 685 crimes which had been taken into consideration by offenders at sentencing in 2023. This process provides reassurance to victims that the offender has been dealt with for their crime, and that the police have taken every opportunity to achieve a positive outcome. 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 and Witness Service (VAWS) Care Teams has continued to grow in the post Covid period, with His Majesty's Courts and

Tribunal Services (HMCTS) now again working at business-as-usual status. This is putting huge strain on the VAWS Care Teams, with staff carrying 100-200 cases each, with some cases having multiple victims and witnesses.

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



- Trials continue to be delayed or rescheduled at short notice in the Crown Court. This creates additional work for the VAWS team, having to rearrange attendance, and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk, they are mirrored nationally, and have recently been presented to the Head of Listings within the Courts.
- Trials for Crown Court are being scheduled into 2026 which has a direct impact on victims and witnesses, and managing their expectations, and keeping them engaged.
- The VAWS team are currently working with eleven additional temporary posts to ensure that the best service can be provided to victims and witnesses. Extensions are being put in place for the team to retain these posts until the end of March 2025, and an Outcome Based Budgeting exercise will consider how to pay for them in the medium-term. Longer term funding options are also being explored.
- Norfolk's Special Measures Advisor (SMA) continues to support vulnerable victims through their journey to court attendance. The post was initially funded by the Home Office, but this has now come to an end. Additional funding has been secured until the end of March 2025, and the Constabulary is seeking to make this post permanent.
- Between 1<sup>st</sup> January 2024 and the end of March 2024 the Special Measures advisor reviewed 165 cases, contacting 188 victims, which included 10 cases

of Rape and Serious Sexual Offences (RaSSO), 73 cases of Domestic Abuse, and 13 Hate Crimes cases. 45 Special Measures Applications were made which will support these victims when attending court and giving evidence through Live Link, the provision of screens, and Registered Intermediaries.

## Safeguarding vulnerable victims of ASB and crime

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
High Risk Anti-Social Behaviour (County)	6	16	16	-62.5%	-62.5%
Domestic Abuse Crimes (Risk assessment – High)	178	258	280	-31.0%	-36.4%
Domestic Abuse Crimes (Risk assessment – Medium)	6,049	6,656	6,427	-9.1%	-5.9%
Domestic Abuse Crimes (Risk assessment – Standard)	1,587	2,352	2,534	-32.5%	-37.4%
Domestic Abuse Incidents (Risk assessment – High)	45	67	66	-32.8%	-31.8%
Domestic Abuse Incidents (Risk assessment – Medium)	2,358	2,092	2,114	12.7%	11.5%
Domestic Abuse Incidents (Risk assessment – Standard)	3,130	3,730	3,837	-16.1%	-18.4%
Number of Domestic Violence (Clare's Law) Disclosures	1,096	958	785	14.4%	39.6%
Number of Child Sex Offender Disclosures	133	Data not available	Data not available	Not applicable	Not applicable
Sexual Abuse Referral Centre - Number of ISVA supported clients	712	808	815	-11.9%	-12.6%
Number of Adult (16+) referrals into NIDAS (High and Medium risk support)	3,911	Data not available	Data not available	Not applicable	Not applicable
Number of MARAC Referrals	718	Data not available	Data not available	Not applicable	Not applicable

Table 25: High Risk ASB Non-crimes by district, domestic abuse crime and incidents by initial risk assessment, DVDs, CSODs, SARC, ISVA supported clients, NIDAS referrals and MARAC referrals.

Table 25 displays the number of Domestic abuse crimes and incidents by most recent risk assessment.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

- The number of high-risk antisocial behaviour cases has reduced when compared with both the previous 12-month period and the long-term average. Analysis has revealed that there was an unusual peak in high-risk cases just over a year ago. This is now affecting the previous 12-months figure and the long-term average.
- The introduction of Locality Neighbourhood Policing Inspectors has created a much more joined up approach between Neighbourhood Policing Teams, Response teams, and Operational Partnership Teams (OPTs) for identifying and addressing antisocial behaviour related issues. Effective intervention at an early stage should help to prevent cases from escalating to high-risk.
- Daily reviews of antisocial behaviour cases are being conducted by all Districts to tackle issues with partners before they escalate. Some districts have created a Daily Management Meeting (DMM) process with local council colleagues to discuss and address repeat cases.
- There has been an increase in Operation Partnership Teams using Community Protection Notices (CPNs) and Community Protection Warnings (CPWs) as effective tools to stop antisocial behaviour cases escalating in risk.



- The remodelling of the Antisocial Behaviour Case Review process is now complete and will be revisited annually by a working group of partners to understand how well the process is working and address any issues that are identified. The ASB Case Review process is overseen by the Office of the Police and Crime Commissioner.
- A new process for how antisocial behaviour cases are risk assessed is being developed by a working party of Subject Matter Experts.
- A new operation is being commenced to target antisocial behaviour hotspots. Named Operation Focus, the response utilises a range of policing resources including the Special Constabulary, Beat Managers, and Response Officers to patrol areas that have been identified through analysis as being the most vulnerable areas for antisocial behaviour. These additional directed patrols are recorded via the Engagement Application to track activity and its impact.
- 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 and incidents has reduced against the previous twelve months, and long-term averages. Medium risk domestic abuse crimes also fell, although to a lesser degree, whilst there has been an increase in Medium risk domestic abuse incidents.
- The grading system for Medium risk domestic abuse cases, reported upon previously, continues to be an incredibly helpful tool for prioritising safeguarding work within the Medium risk domestic abuse caseload.
- January 2024 to March 2024 has seen an increase in external MARAC referrals which may be attributable to two domestic homicides within Norfolk in January 2024.
- The number of victims being supported by the Independent Sexual Violence Advisor (ISVA) service was lower than both the previous twelve months and the long-term average. This position reflects a reduction in open cases as a consequence of workload reviews, and the fact that increases in rape and serious sexual offences being reported to the police have slowed somewhat. The service remains under pressure as continuing court delays mean some victims will require support over longer time periods than previously.

## 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.

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



**ORIGINATOR:**

Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:**

For Information

**SUBMITTED TO:**

PCC's Accountability Meeting – July 2024

**SUBJECT:**

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

**SUMMARY:**

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

**RECOMMENDATION:**

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

An overview of each section is provided in appendix A

## PILLAR 6: SAFER AND STRONGER COMMUNITIES

### Supporting Road Users to be Safer on our Roads

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Killed & Serious Injury collisions – Total	450	390	374	15.4%	20.3%
Killed & Serious Injury collisions - Fatal	32	38	30	-15.8%	6.7%
Killed & Serious Injury collisions – Serious injury	418	352	344	18.8%	21.5%
Killed & Serious Injury collisions involving vulnerable road users (total) (Cyclists, Motorcyclists, Pedestrians & Horse Riders)	261	211	197	23.7%	32.5%

Table 26: Killed and Serious Injury (KSI) collisions and KSI collisions involving vulnerable road users.

The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

- There has been an increase in Killed or Seriously Injured (KSI) collisions when compared to the previous twelve months (+15%) and the long-term average (+20%).
- There has been an increase in Vulnerable KSIs when compared to the previous twelve months (+24%) and the long-term average (+32%). Although the percentage of Vulnerable Road Users involved in KSI collisions has increased, it is only marginally.
- In this six-month reporting period (1<sup>st</sup> October 2023 to 31<sup>st</sup> March 2024) there were 14 fatal collisions with 15 fatalities across Norfolk.
- Road usage data shows that there are more journeys being undertaken on the county's roads, encompassing commuting, leisure, and daily domestic journeys. On average people made 882 trips in the latest National Travel Survey (\*), with average miles travelled increasing by 6% in comparison to the previous year. This is further broken down into 2889 car miles by drivers, and 1607 by passengers, which are 6% and 10% increases respectively (\*National Travel Survey- Department for Transport, released April 2024).
- There has been an increase in the number of KSI collisions where elderly drivers (over 60's) have been found to be at fault, with 118 collisions (26% of all KSI collisions) for the rolling year (1<sup>st</sup> April 2023 to 31<sup>st</sup> March 2024), and an increase over the past ten years of 67%.
- To address this increase Norfolk County Council, as part of the Road Safety Partnership, is rebranding the current Gold Driver offer, developing a toolkit for older drivers to assist with driving-well for longer. The scheme is being promoted through Public Health to link with social isolation and to improve outcomes. Initial wider promotion of the scheme has seen an increased uptake. The toolkit also crosses over into other vulnerable casualty types to provide resilience across to these groups.



- The increasing KSI demand not only creates challenges in investigative capacity, but also for managing the wellbeing of those officers who are frequently exposed to these highly traumatic incidents. The Constabulary is working to better track exposure and ensure there is effective and timely support. This includes exploring opportunities with the Road Victim Trust to enhance the provision of welfare support.
- The Commercial Vehicle Unit (CVU) continue to deliver a positive impact to the proactive police response to commercial vehicle use, tackling criminality on the road network and gathering intelligence. The CVU also provides an enhanced opportunity to disrupt Organised Criminal Groups and the serious offences that they commit. They have regular planned local, regional, and national days/weeks of action.
- The CVU continue to deliver Operation Tramline. This is an initiative supported by National Highways utilising a Heavy Goods Vehicle (HGV) cab to detect offences across all aspects of the CVU remit and the Fatal Four. Over a five-day period in February 2024, 147 vehicles were stopped. 181 offences were detected, and five arrests were made. Offences ranged from immediate vehicle prohibitions, overweight, seizures for no insurance, reports to the Traffic Commissioner in respect of operator licensing, and Fatal Four enforcement.
- The CVU team have worked collaboratively with First Buses in Norwich to utilise an electric bus in a similar vein to op Tramline. A one-day deployment in Norwich detected 59 Fatal Four offences.
- Vehicles stopped during planned CVU operations have ranged from private vehicles to HGVS, PSVs, and agricultural vehicles. They have removed vehicles from the road network under Carriage of Dangerous Goods legislation. One occasion saw a check site closed for over 2 hours while 130+ insecure gas cannisters were removed from a vehicle. They were subsequently identified as stolen, with arrests made.
- In this reporting period the team have worked with Immigration Services to target the Gig economy, focusing on exploitation and trafficking. Five arrests were made, fourteen intelligence reports submitted in respect of workers within the economy, numerous Traffic Offence Reports issued, and vehicle seizures made.

### CVU Results October 2023 to March 2024

	<b>Vehicles Stopped</b>	<b>TOR's Issued</b>	<b>Offences Detected</b>	<b>Total Fines Issued</b>	<b>Total Prohibitions</b>
October 2023	287	298	337	£31200	22
November 2023	164	168	182	£21900	14
December 2023	81	56	91	£12600	18
January 2024	119	98	106	£20100	20
February 2024	185	143	176	£24800	21
March 2024	232	152	201	26400	19

Table 27: Commercial Vehicle Unit (CVU) results for the period 01/10/2023 to 31/03/2024.

- The Road Casualty Reduction Team have continued to contribute to Fatal Four enforcement, working in conjunction with CVU at planned days of action, and via daily deployments at collision hotspots.

	<i>Vehicles Stopped</i>	<i>TOR's Issued</i>	<i>Offences Detected</i>	<i>Total Fines Issued</i>	<i>Total Prohibitions</i>
October 2023	181	145	181	£11,000	1
November 2023	230	224	230	£24,300	1
December 2023	612	183	293	£19,000	1
January 2024	218	218	249	£22,400	18
February 2024	147	147	162	£18,100	6
March 2024	148	148	171	£17,400	7

Table 28: Road casualty Reduction Team (RCRT) results for the period 01/10/2023-31/03/2024

- During this reporting period, with the improved weather, Bike Safe courses have restarted and are booking well into the early autumn 2024. The course seeks to enhance skills for motorcyclists through an introduction to Police Roadcraft, further practical inputs, downloadable resources, professional advice, and a riding assessment. This is delivered in collaboration with Norfolk County Council aiming to reduce motorcycle casualties.
- A wider engagement piece with the motorcycle community highlighting road safety, 'Two Wheel Tuesday', has recommenced in the reporting period with over 300 bikes at the first meeting.
- The Young Driver Education Coordinator continues to assist Norfolk County Council with the delivery of Fatal Four education to young people aged 15-19 years. 158 sessions have been delivered to 7148 students in this reporting period. Additionally, 13 e-scooter presentations were delivered to a further 2035 students.

### **Christmas Drink and Drug Drive campaign**

- 1158 drivers were tested for alcohol and/or drugs between 1<sup>st</sup> December 2023 and 1<sup>st</sup> January 2024.
- 77% were male and 23% were female, and 15% were under the age of 25.
- This compares to 76% male, 24% female, and 33% aged under 25 in the 2022/23 Christmas campaign.
- Overall, 22% of those tested in the campaign period failed.
- Operation Dark Nights was undertaken in December, in tandem with the drink drive campaign. 49 vehicles were stopped with lighting offences which were dealt with by means of Vehicle Defect Rectification Scheme (VDRS) notices.

### **Update on Fatal Four enforcement**

- The 'Fatal Four' driving offences are defined as: not wearing a seatbelt, using a mobile phone, drink/drug driving, and speeding.

	Driver using Mobile	Seatbelt	Officer detected speeding	Camera detected speeding	All other Traffic Offence Reports (Officer detected)
Apr 23	72	43	254	4791	685
May 23	80	56	243	5440	614
June 23	110	181	281	3877	631
July 23	68	67	253	3945	565
August 23	69	60	188	4899	529
September 23	72	50	158	4069	479
October 23	107	116	222	3648	615
November 23	82	80	167	3082	584
December 23	53	39	181	3154	562
January 24	37	34	248	3428	627
February 24	77	45	107	3386	535
March 24	124	80	127	4868	521
<b>Total</b>	<b>951</b>	<b>851</b>	<b>2429</b>	<b>48587</b>	<b>6947</b>

Table 29: Fatal Four Traffic Offence Reports (TORs) issued between 01/04/2023 and 31/03/2024.

- Table 29 sets out the number of Traffic Offence Reports (TORs) issued by uniformed officers since 1<sup>st</sup> April 2023, which include the work of the Road Casualty Reduction Team (RCRT). This shows consistent levels of enforcement against expected seasonal variations.

## Working with Partners and Communities to Prevent Crime and Harm

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Anti-Social Behaviour	Environmental	500	586	596	-14.7%	-16.1%
	Nuisance	7,172	7,497	7,596	-4.3%	-5.6%
	Personal	1,904	1,866	2,052	2.0%	-7.2%
Burglary (Residential)	Number of Crimes	1,176	1,285	1,308	-8.5%	-10.1%
	Solved	138	136	126	1.5%	9.5%
	% Solved	11.7%	10.6%	9.6%	1.1pp	2.1pp
Vehicle Crime	Number of Crimes	1,587	1,829	1,715	-13.2%	-7.5%
	Solved	215	155	168	38.7%	28.0%
	% Solved	13.5%	8.5%	9.8%	5.0pp	3.7pp
Theft of Vehicle Crime	Number of Crimes	555	618	590	-10.2%	-5.9%
	Solved	76	78	79	-2.6%	-3.8%
	% Solved	13.7%	12.6%	13.4%	1.1pp	0.3pp
Theft from Vehicle Crime	Number of Crimes	838	1,051	920	-20.3%	-8.9%
	Solved	101	58	65	74.1%	55.4%
	% Solved	12.1%	5.5%	7.1%	6.6pp	5.0pp
Arson and Criminal Damage	Number of Crimes	6,545	7,168	7,050	-8.7%	-7.2%
	Solved	936	836	796	12.0%	17.6%
	% Solved	14.3%	11.7%	11.3%	2.6pp	3.0pp
Robbery	Number of Crimes	351	343	338	2.3%	3.8%
	Solved	53	63	52	-15.9%	1.9%
	% Solved	15.1%	18.4%	15.4%	-3.3pp	-0.3pp
Hate Crimes	Number of Crimes	992	1,300	1,297	-23.7%	-23.5%
	Solved	215	212	185	1.4%	16.2%
	% Solved	21.7%	16.3%	14.3%	5.4pp	7.4pp

Table 30: Neighbourhood crime (ASB by category, Burglary Residential, Vehicle crime, Arson and criminal Damage, Robbery and Hate crime). The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

- During the Covid-19 lockdown periods in 2020 there was an increase in ASB CADs which still contributes to the higher long-term average figures. However, the difference between the long-term average and last 12-months is not as large as it has been in previous reports.
- The number of ASB-Environmental and ASB-Nuisance CADs have decreased in the last 12-months compared to the previous 12-months; however, ASB-Personal CADs have increased (+2.0%). All ASB CAD types have decreased against the long-term average. Combining all ASB CADs, the overall level has reduced (by 262 CADs) when compared with the previous reporting period (12-months ending September 2023). This is as a result of a reduction in ASB-Nuisance CADs. Both ASB-Personal and ASB-Environmental have increased by small amounts.
- The volume of residential burglaries has continued to decrease in the last 12-months, being -8.5% against the previous 12-months and -10.1% compared to the long-term average. A decrease is also apparent since the last reporting period (12-months to September 2023). In addition, the solved rate from the last 12-months is 1.2pp higher than the previous 12-months and 1.9pp above the long-term average. The solved rate is also 0.8pp above that which was seen in the previous reporting period (12-months to September 2023).
- 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 13.2% and remains below the long-term average (-7.5%).
- Volumes of Arson and Criminal Damage show a decrease of -8.7% in the last 12-months compared to the previous 12-months, also being below the long-term average (-7.2%). There has also been an improvement in the solved rate, against both the previous 12-months (+2.6pp) and the long-term average (+3.0pp).
- Robbery volumes have increased by 2.3% (eight crimes) against the previous 12-months and 3.8% (13 crimes) against the long-term average. The solved rate has reduced 3.3pp from the previous 12-months and 0.4pp from the long-term average. Robbery is a crime group that reduced in volume during the pandemic and despite this latest increase is still considerably lower than pre-pandemic levels (432 robberies in the year ending March 2020). It continues to be a rare, though very impactful crime in Norfolk.
- Hate Crime has reduced in volume when compared with both the previous 12-months (-23.7%) and the long-term average (-23.5%). There has been an increase in the solved rate, by 5.4pp against the previous 12-months and 7.0pp against the long-term average.
- A new statutory Code of Practice was introduced in June 2023 to reflect the change in law relating to Non-Crime Hate Incidences (NCHI). The Constabulary Hate Crime Lead works closely with crime recording managers and Control Room staff, regularly discussing cases to ensure that the new guidance is adhered to, and correct recording of Non-Crime Hate Incidences is taking place. This has helped to underpin a robust and transparent audit process.
- Norfolk Constabulary is working closely with stakeholders and partnership groups to promote Stop Hate in Norfolk (SHIN) training. It is hoped that by training other

organisations in hate crime this will empower their staff and service users to have the confidence to report cases. Initially, the uptake of the training has been slow, but early indications are that once one person from an organisation has received the training, more people will register.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Mental Health Act Assessments conducted in custody	221	197	179	12.2%	23.5%
Athena investigations tagged for Mental Health team to review	9,905	10,729	<i>Data not available</i>	-7.7%	<i>Not applicable</i>
Number of Persons detained under Section 136	369	433	505	-14.8%	-26.9%
Section 135 warrants executed	61	66	67	-7.6%	-9.0%

Table 31: 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 01/04/2023 – 31/03/2024 unless otherwise stated. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

- The number of people being detained by Norfolk Police Officers under Section 136 of the Mental Health Act (MHA) has continued to decline, with a further reduction of 14.8% in the past 12-months compared to the previous 12-month period. This is a 26.9% reduction against the long-term average, equating to 136 fewer detentions.
- This has been achieved through the delivery of training which highlights the importance of consulting with a medical professional prior to detaining an individual, and which has increased awareness of other crisis alternatives such as the Mental Health Joint Response Car and Wellbeing Hubs.
- The most challenging area for policing is the continued increase in Mental Health Act assessments in police custody suites, which has increased by a further 12.2% in this reporting period when compared to the previous 12-months. Of the 221 assessments completed in custody in the last year, 139 were formally detained under the Mental Health Act. The average amount of time spent waiting in custody for a hospital bed to be found after the decision has been made to admit the individual is just under 28 hours, which is a slight reduction compared to 2022/23. This is an area of work that will receive increased focus via the Urgent and Emergency Care Steering Group over the coming year.
- The 'Right Care Right Person' initiative will be launched in Norfolk on 29<sup>th</sup> May 2024. Right Care Right Person is about ensuring a person in need of care has the most appropriate professional to provide it for them. While there will always be a role for police to support partners in dealing with relevant health, mental health, and social care incidents, there are situations where the police are not the best agency to attend. This is a national initiative already introduced across many parts of England and Wales with the support of the Home Office, NHS England, and the Department of Health and Social Care, via a national partnership agreement. It is being implemented following extensive consultation with partner agencies.

## Promote Crime Prevention Initiatives

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

- The Constabulary are leading an Evening and Nighttime Economy Strategic Delivery Group which is focused on reducing alcohol related harm across Norfolk. The initial priority area is Norwich due to the higher number of crimes and anti-social behaviour incidents associated with late night pubs, clubs, and bars.
- Operation Octane continues to be developed to tackle unauthorised car meets and is now evolving into a similar organisational response to that employed for Unlicensed Music Events, with location details being dropped only a few hours before the meet itself. A Response Plan has been developed which focuses on enforcement and diversion through education.
- UEA Psychology student interns – After successfully supporting the implementation of a bespoke wellbeing process for Student Officers, which has seen our attrition rate fall significantly, we now have interns within our Community Safety Department. At present they are working on Problem Solving Plans and Cost Benefit Analysis to enhance our Problem Orientated Policing approach to prevention.
- Norfolk Constabulary has applied for £1 million of Home Office grant funding to implement an Anti-Social Behaviour hotspot policing pilot for the financial year 2024/25.

## 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
Special Constabulary	Establishments (monthly average)	148	171	176	-13.5%	-15.9%
	Hours	37,499	44,581	44,479	-15.9%	-15.7%
	Duties	5,639	6,585	6,225	-14.4%	-9.4%
	Events	172	660	442	-73.9%	-61.1%
Police Support Volunteers	Establishments (monthly average)	98.5	112.5	119	-12.4%	-17.2%
	Hours	11,882	10,728	9,034	10.8%	31.5%
	Duties	2,605	2,552	2,161	2.1%	20.5%
	Events*	<i>Data not available</i>	<i>Data not available</i>	<i>Data not available</i>	<i>Not applicable</i>	<i>Not applicable</i>

Table 32: Establishments, hours, duties and events for Special Constabulary and establishments, hours, and duties for Police support volunteers.

\*Police support volunteer events are not recorded. The date range for the Last 12 months was 01/04/2023 – 31/03/2024 unless otherwise noted. The date range for Previous 12 months was 01/04/2022 – 31/03/2023. The date range for the long-term average was 01/04/2020 – 31/03/2023.

- In this reporting period (1<sup>st</sup> October 2023 to 31<sup>st</sup> March 2024) the establishment of the Special Constabulary reduced by 8.3% due to the ‘uplift’ into the regular Constabulary, and a moratorium on accepting new applicants which was put in

place in January 2024. At the end of March 2024, we had 143 attested Special Constables.

- Our last intake was in October 2023. There are no new planned inductions although we have a list of course ready Specials awaiting a start date and we hope to open recruitment lines again soon.
- In this six-month reporting period members of the Special Constabulary have volunteered and performed 2748 duties, which equates to 17,759 hours. This includes general patrol, operations, training, and administrative process.
- Events supported by the Special Constabulary during this reporting period include patrols at Christmas markets and Christmas light switch-ons, policing football matches, and retail theft operations targeting hot-spot locations. There was also strong support for Roads and Armed Policing Team (RAPT) covert operations.
- The Special Constabulary will support a number of public events this year including the East Anglian Game County Fair, the Easter Fair at Great Yarmouth, the Ipswich v's Norwich football derby match, and anti-social behaviour hotspot operations in Norwich and Great Yarmouth.
- A review is currently ongoing, looking at all aspects of the Special Constabulary, including training.

### Police Support Volunteers (PSVs)

- Police Support Volunteers provide invaluable support to the Constabulary, delivering a broad range of activities which include fraud awareness talks to community groups, Wellbeing dogs, Community Speed Watch, monitoring town centre CCTV systems, administrative support for Norfolk Neighbourhood Watch, caring for our Force Heritage collection, key functions which support the work of our BroadsBeat Team, role playing in Police Officer training exercises, driving related tasks, and supporting community events.
- The role of 'Lead' Police Support Volunteer which was trialled last year has been a success. Retiring Special Constables are being offered the opportunity to take on the Lead volunteer role to utilise their knowledge and skills.
- For National Volunteers Day in October 2023, Police Support Volunteers were invited to attend a buffet to celebrate the contribution they make to the policing family. This was a very well attended event.

### Cadets

	Indicator	Last 12 Months
Cadets	Establishments (monthly average)	120
	Hours	1045.5
	Duties	231
	Events	159

Table 33: Establishments, hours, duties, and events for Cadets for the period 01/04/2023 – 31/03/2024.

- Over the past 12-months the Cadet programme has maintained a consistent number of Cadets. Whilst all Units have seen Cadets leave, the waiting lists for each unit has meant they have been able to recruit quickly and efficiently to boost their numbers back to a more stable figure.

- We have seen an increase in Units offering regular sessions or events during school holiday periods, providing positive structured activities for young people.
- Norfolk Cadets are now well embedded into local policing across all districts, supporting a broad variety of initiatives. This forthcoming summer the Cadets will help with even more community events. They will also be supporting operations which address local crime and antisocial behaviour priorities.
- Following the large number of events that the Cadets participated in last 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.
- The Cadets have been re-invited to volunteer at a number of the youth orientated events that they attended last year. They continue to receive positive recognition for their dedication and hard work, with more events being targeted for 2024/25.
- Relationships with other youth organisations continue to be strong. All FLOURISH pledges are starting to take shape and become business-as-usual, with Cadets having greater access to clubs and group activities, and opportunities to have their voices heard in Children and Young People's support services. This is securing better outcomes for our young people and the services they access.
- Youth-led Social Action projects have begun across many districts. This includes Cadets working on a community allotment scheme called Project Cultiv8, emotional and physical wellbeing projects, fundraising for charities, community-based projects, 'Save a Life', 'Learn CPR' and a cost-of-living crisis project.
- All Units are undertaking regular visits to local police stations, the Professional Development Centre at Hethersett, the Contact and Control Room, Police Headquarters, and Police Investigation Centres. This ensures that Cadets are able to learn from each department and the departments can hear the views of young people.
- A Youth Council has been created, which will provide a forum for the Cadets to feedback their views and opinions.

## Community Speed Watch

Community Speed Watch	March 2024	March 2023	
Schemes (current number)	102	102	
Members (current number)	856	857	
Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Community Speed watch - Letters issued	16,135	16,433	-1.8%

Table 34: Community Speed watch: Schemes, members and letters issued for the period 01/04/2023 – 31/03/2024.

- The number of Community Speed Watch (CSW) volunteers has increased slightly since the last reporting period, with 856 members registered at the end of March 2024, compared with 848 for the same period last year.
- At the end of March 2024 there were 102 schemes across the county. In addition, a number of new schemes requests are being processed.
- As a result of the work of the teams there have been 16,135 warning letters sent in the last 12 months. This is a slight reduction when compared with the previous 12-month period when 16,433 warning letters were sent.



- A new Community Speed Watch (CSW) scheme has been formed with Norwich City College. Students who are undertaking the Uniform Services course have participated in sessions which has been extremely successful. This will continue into the next academic year.
- The work of the CSW schemes continues to guide and assist the Safety Camera Partnership to proactively target speeding issues of public concern.
- Using data collected by Community Speed Watch, we now identify the top ten speeding locations around the county each month. This data is shared with the Roads and Armed Policing Team (RAPT), who conduct targeted enforcement.
- On 17<sup>th</sup> June 2024 the Community Safety Department and the Safety Camera Partnership will be holding an engagement event for the CSW team Coordinators at Swanton Morley Village Hall, where teams can provide feedback and innovations or ideas for improved practice can be shared and discussed.

## **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.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>STATE 'YES' OR 'NO'</b>
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