

## **PCC ACCOUNTABILITY MEETING**

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

**Tuesday 3<sup>rd</sup> May 2022 at 2:00pm – 4:00pm**

**To be conducted via Microsoft Teams**

### **A G E N D A**

1.	Attendance and Apologies for Absence	
2.	Declarations of Personal and/or Prejudicial Interests	
3.	To Confirm the Minutes of the Meeting held on the 26 <sup>th</sup> January 2022	Page 3
4.	PAM Public Questions	Verbal Update
5.	Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'	Page 13
6.	Police and Crime Plan Theme: 'Support Victims and Reduce Vulnerability'	Page 34
7.	Police and Crime Plan Theme: 'Deliver a Modern and Innovative Service'	Page 49
8.	Emergency Services Collaboration Group Update	Page 56
9.	Emerging Operational/Organisational Risks	Verbal Update
10.	AOB:	
11.	<p><u>Date of Next Estates Governance Board Meeting:</u> Tuesday 17<sup>th</sup> May 2022 from 10:00am - 12:00pm</p> <p><u>Date of Next Strategic Governance Board Meeting:</u> Monday 30<sup>th</sup> May 2022 from 2:00pm - 4:00pm</p> <p><u>Date of Next PCC Accountability Meeting:</u> Tuesday 2<sup>nd</sup> August 2022 from 10:30am - 1:00pm</p>	

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Если вы хотите получить данный документ на русском языке, пожалуйста, обратитесь в Управление полиции и комиссии по рассмотрению правонарушений в графстве Норфолк по тел. 01953 424455 или по электронной почте: [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk)

Se desejar obter uma cópia deste documento em português, por favor contacte o Gabinete do Comissário da Polícia e Crimes através do 01953 424455 ou pelo e-mail: [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk)

Jei šio dokumento kopiją norėtumėte gauti lietuvių kalba, prašome susisiekti su Policijos ir nusikalstamumo komisarijų tarnyba Norfolkio grafystėje (Office of the Police and Crime Commissioner for Norfolk) telefonu 01953 424455 arba elektroninio pašto adresu [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk)

Jeśli chcieliby Państwo otrzymać kopię niniejszego dokumentu w języku polskim, prosimy skontaktować się z władzami policji hrabstwa Norfolk (Office of the Police and Crime Commissioner for Norfolk) pod numerem 01953 424455 lub pisać na: [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk)

**MINUTES OF THE PCC ACCOUNTABILITY MEETING  
HELD ON WEDNESDAY 26<sup>TH</sup> JANUARY 2022 AT 10:00 A.M.  
VIA MICROSOFT TEAMS (VIRTUAL MEETING)**

**1. Attendance and Apologies for Absence**

In attendance:

Mr G Orpen-Smellie	Police and Crime Commissioner, OPCCN
Mr M Stokes	Chief Executive, OPCCN
Mr P Sanford	Chief Constable, Norfolk Constabulary
Mr S Megicks	Temporary Deputy Chief Constable, Norfolk Constabulary
Mr N Davison	Assistant Chief Constable, Norfolk Constabulary
Ms J Penn	Chief Finance Officer, OPCCN
Mr P Jasper	Assistant Chief Officer, Norfolk Constabulary
Mr M Cooke	Superintendent, Norfolk Constabulary
Ms N Atter	Corporate News Manager, Norfolk Constabulary
Ms S Lister	Director of Performance and Scrutiny, OPCCN
Dr G Thompson	Director of Policy, Commissioning and Communications, OPCCN
Mr J Stone	Performance and Scrutiny Manager, OPCCN
Ms H Johns	Communications Manager, OPCCN
Ms S Crannage	Communications Officer, OPCCN
Mr J Mann	Performance and Scrutiny Assistant, OPCCN

Apologies for absence:

Mr E Bridger	Temporary Assistant Chief Constable, Norfolk Constabulary
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Before addressing the agenda items, the PCC advised that this was the third PCC Accountability Meeting since he was elected last May. The PCC hopes that the next meeting will be held in person.

## **2. Declarations of Personal and/or Prejudicial Interests**

There were none received.

## **3. To Confirm the Minutes of the Meeting Held on the 20<sup>th</sup> October 2021**

The minutes were confirmed with the following updates:

### **Action – Violence Against Women and Girls data**

- The Chief Constable (CC) stated that between the 1<sup>st</sup> November 2020 and 31<sup>st</sup> October 2021 there was just under 14,000 cases of Domestic Abuse (DA) in Norfolk with 70% being against females. He stated that 823 resulted in prosecution, with numerous outcomes for the other offences.
- The CC stated that in the same time period there were over 2,300 cases of Serious Sexual Offences, with 83% being against female victims. He added that there had been 58 prosecutions so far but gave context that these cases take a long time to prosecute and so many may have not been finalised yet.
- The PCC asked for clarification as to whether the remaining percentage of victims are male or if the gender is not stated. The CC confirmed that it was both male or the gender was not stated on the records and added that counter-allegations were quite common with DA and Serious Sexual Offences. The CC added that there could be multiple crimes from one incident, which can lower the detection rate.
- The CC stated women and girls are overwhelming disproportionately over-represented in these figures. The PCC added that Violence Against Women and Girls remains a priority.

### **Action – Park, Walk and Talk Scheme**

- The CC stated that an update on the scheme was presented a month ago at the Strategic Governance Board, this can be published, and the action can be closed.
- The link to the information on the Constabulary website can be found here: [Patrols are targeting crime hotspots and areas where the public feel unsafe across Norfolk as the first Neighbourhood Policing Week takes place \(prgloo.com\)](https://www.prgloo.com)

#### 4. Constabulary Covid-19 Update

The Chief Constable (CC) spoke to the agenda item.

The key points discussed were as follows:

The CC stated that they had been in the middle of the Omicron Covid-19 variant peak during December and January and stated that Constabulary sickness rate peaked at 9.6%. Contingency plans were in place for higher sickness rates which meant that there was minimal impact on operational Constabulary business. He added that resources had to be moved around the Constabulary to manage demand including in the Control Room, but he was pleased with the response. The CC stated that he had seen local projections from Public Health for infection rates and was confident the Constabulary could deal with these scenarios. He explained that there has been a Modern Workplace Programme in place which will look at opportunities for flexible working moving forwards and added that the Constabulary have needed to do little enforcement in relation to breaking of government-imposed rules. The PCC stated that he was happy with the update provided and added that due to the relaxing of rules and projections this standing agenda item could be taken out and added back if needed, which the CC was agreeable to.

#### 5. PAM Public Questions

The PCC stated that there were two questions submitted by members of the public, this was lower than previous PAMs due to a variety of questions being submitted in the precept consultation.

**“Over the last year or so there has been a significant increase in intimidation and in some cases deliberate attacks of vulnerable road users, mostly cyclists but also pedestrians and horse riders. In most cases the cyclist, rider or pedestrian has been using the road perfectly legally. Using a motor vehicle as a weapon is clearly an offence. Will Norfolk Constabulary please take the issue seriously and act on reports of such incidents in a timely manner?”**

- The CC stated that the Constabulary take collisions on roads very seriously and advised that there were a number of initiatives that seek to educate motorists and protect vulnerable road users to make roads safer. He stated that the mentioned ‘significant increase’ in intimidation and collisions is not reflected in police data and suggested that media may have caused a perception of an increase.
- The CC explained that there has been a 19% increase in Killed and Seriously Injured (KSI) collisions involving motorcyclists from 2020 to 2021, but there have been reductions in the data for cyclists and

pedestrians and there have been no recorded KSIs with horse riders in the last five-year period.

- The CC stated that numerous safe rider courses are being held along with 'close pass' events across the county to include horse riders. The CC advised that Operation Snap has been running for several years and will work with partners to look at how funds can be spent to further enhance safety on roads. This includes the updates to the highway code which will see increased priority for vulnerable road users.

**A question was received regarding the use of Body Worn Video (BWV) cameras, their use with single crewed officers and the policy for use.**

- The CC stated that if a member of the public wanted to raise a complaint they should do so on the Constabulary website, via email to [professionalstandards@norfolk.police.uk](mailto:professionalstandards@norfolk.police.uk), phone call to 101 or in person at a police station. He added that the policy and expectation is that whenever there is an opportunity to gather evidence the BWV should be turned on and recording, and all frontline officers are expected to wear one. In addition to this they should always be turned on for Stop Searches and when responding to Domestic Abuse incidents.
- The CC explained that many deployments are single crewed due to the number of resources the Constabulary have and added that many jobs can be done by single crewed deployments.
- The CC advised that every officer should be able to prove that they are an officer and offer different ways crimes the encounter can be dealt with, such as appointments at a police station.
- The PCC asked if there was a trend seen with the number of questions about the use of BWV. The CC stated that he was not aware of any trend and he did not have any concern. The CC explained that visibility is reduced if officers double-crew in cars.

**6. Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'**

The Assistant Chief Officer (ACO) presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority Seven of the Police and Crime Plan, the Estates Programme and the 2020/21 budget monitoring report.

The key points discussed were as follows:

The PCC stated that the previous PCC's Police and Crime Plan is still

running until the end of March. He then asked how the Constabulary are planning to lower the time taken to attend urban and rural emergencies and how long this would take. The Assistant Chief Constable (ACC) explained that the answer was not straight forward, and the Constabulary were working to ensure they met and exceeded the targets for attending emergencies. He added that Norfolk was the fourth largest county geographically with many rural road networks that were a challenge for the rural response times for the Constabulary. He advised that another factor was the increased number of 999 calls alongside the effects of Covid-19.

The ACC explained that the Constabulary was focusing on improving internal processes to improve the overall service. As such the Control Room staff have undertaken training to assist with the assessment, transferring and dispatch side of the response. He added that the times to attend emergencies are manually recorded by an officer pressing a button when arriving. This can mean that due to the nature of a call or the officer having to quickly jump out of their vehicle the button may not be pressed, therefore leading to higher recorded times to attend. Driver training was a factor in assisting officers to attend quickly and safely. The Constabulary were investing in five additional driving instructors that would assist with providing more response trained officers quicker. The ACC stated that the Constabulary have moved officers to different stations in order to assist with hotspots of deployment to reduce response times which have made a difference. In addition to this, the new technology issued to frontline officers will mean that they are able to input what they need to into police systems without returning to police stations. The PCC queried if the opening of Broadland Gate would help with response times in North Norwich, which the ACC agreed it would in part. The PCC asked if more was being done to improve response times in King's Lynn and West Norfolk. The ACC stated that all answers he had given have relevance to those areas and the Constabulary aim to make improvements to response times in these areas too.

The PCC queried about the precept increase for last year and if this had made a difference in order to reassure the public. The CC stated that the precept increase had resulted in dealing with increased demand, including responding to Domestic Abuse and Serious Sexual Assault offences alongside digital crimes. The CC explained that with the increase of officers through Operation Uplift, the funding helped to bring forward recruitment to increase officer levels to the highest amount in Norfolk Constabulary's history and ultimately go above the government uplift targets. Additional funding has gone into the Constabulary Control Room to improve 999 and 101 services. Previously the 101 call abandonment rate was close to 25% for some days and is now down to around 5%. The Constabulary has also recruited more Digital Investigators who have assisted with downloading evidence from phones, laptops and dashcams to prosecute offenders for rapes, fraud and burglaries.

The ACO provided an update on the budget report outlining the

Constabulary forecast underspend was £372k, equating to about 0.2% of the Constabulary's net budget. This has been offset with other spends and the Constabulary was still on track to save £4 million and deliver a balanced budget this year. He added that there was slippage in the capital programme of around £2.3 million due to the reprofiling of the Broadland Police Station, which is due to go live operationally in November 2022. The ACO stated that estates developments were on track with Hethersett Old Hall School experiencing ongoing developments. The PCC asked if the small underspend was due to vacancies and if this spend could be reallocated. The ACO stated that there is a natural turnover in job roles, there were some vacancies in police staff roles and the Constabulary was looking at one-off spends, such as purchasing vehicles, as one way to bring forward spending.

## 7. Police and Crime Plan Theme: 'Support Rural Communities'

The Assistant Chief Constable presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority Two of the Police and Crime Plan.

The key points discussed were as follows:

The ACC stated that Operation Randall was the Constabulary's response to rural crime and consisted of a dedicated, small team able to deploy across the county. He outlined that the team have built extensive contacts with rural communities to help tackle rural crime and added that the use of police drones has assisted to do this alongside increasing visibility of the police. The ACC stated that there had been a successful Home Office pilot regarding the use of drones beyond the line of sight. The Constabulary secured funding and the ability to work with partners to test the use of these drones up to 30 kilometres; however, the law currently states that the drone operator must be able to always see the drone. If the pilot is successful, the law may change to accommodate the use of beyond line of sight drones.

The ACC mentioned the Community Rural Advisory Group and the work done to bring stakeholders and communities together to discuss rural issues. He added that the National Farmers Union Annual Report cost of rural crimes insurance claims has reduced by 17% over the past year and was very low in the total context of crime. The ACC stated that the Constabulary continue with Operation Galileo to reduce hare coursing in Norfolk and have launched Operation Huff to tackle the theft of high value GPS units and equipment in farming. The Constabulary are working to deliver a good service to victims and to try to prevent the crimes occurring.

The PCC questioned if there had been a significant reduction in the hours worked for Special Constables in rural areas. The ACC stated that Covid-19 had an impact on this but added that there was more data required to fully understand this as it was hard to differentiate between hours spent on rural and urban deployments. **ACTION 61 – For ACC Nick Davison to provide a written submission to the PCC on the number of hours spent by Special Constables**



## **tackling rural crimes over the past year.**

The ACC added that rural policing champions assist the police with rural issues and the Constabulary is also aiming to drive Special Constable recruitment and they currently have 63 applicants in the recruitment pipeline. The CC thanked all the Specials who have helped the Constabulary and encouraged more people to join.

### **8. Police and Crime Plan Theme: 'Improve Road Safety'**

The Temporary Deputy Chief Constable (T/DCC) presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority Three of the Police and Crime Plan.

The key points discussed were as follows:

The T/DCC presented the report, stated that the Constabulary have a focus on road safety and added that Norfolk Constabulary have maintained roads police officer numbers including Armed Response Officers. The T/DCC explained the focus is on education, enforcement and engineering and advised that the Constabulary works with partners such as the County Council to ensure Norfolk's roads are as safe as they can be. The Constabulary are linking in with the County Council to use their Killed and Seriously Injured (KSI) data to aim to prevent KSIs on roads in these hotspot areas. The Constabulary will also educate members of the public to help to further reduce KSIs on roads.

The T/DCC explained that there has been a reduction in traffic volumes due to Covid-19 lockdowns, an average road speed increase due to less volume of traffic and KSIs have seen a reduction due to fewer vehicles on the roads and the work done by Norfolk Constabulary and partners. The T/DCC highlighted there is still a disproportionality with vulnerable road users. The Constabulary have offered safer rider courses, have Operation Hawk to patrol common motorcycle routes with an aim to prevent KSIs and engage with motorcyclists. The Constabulary also continues its Close Pass scheme with the aim to keep cyclists safe on roads. The Constabulary continues with national campaigns to reduce the number of accidents caused by the Fatal 4 – speeding, using phones, drink and drug driving and not wearing a seatbelt. The T/DCC stated that in addition to the preventative work being done by the Constabulary, officers use a range of speed detection methods including fixed speed cameras, seven mobile vans and community enforcement vans focused on KSI hotspots and rural locations based on concerns raised by the local community.

The PCC stated that he was encouraged by the activities and added that there was a difference between perception and reality as there was an EDP article of KSIs in specific areas of the county. He stated that for some people living near the hotspots they may perceive speeding to be a major issue. The

T/DCC stated that the Constabulary's attention is on reducing KSIs and added that the local community officers can do their own speed checks. The PCC stated that reassuring the public was something that needed to be considered too as policing activities can be ongoing.

## **9. Professional Standards Department Complaints Update**

The T/DCC presented the report which outlines the Constabulary complaints figures and the Constabulary's plans to reduce numbers moving forward.

The key points discussed were as follows:

The T/DCC explained that the paper was data rich which should reassure us on the scrutiny and oversight of complaints. The PCC stated that the 'police action following contact' accounted for 25.7% of all complaints and asked what the Constabulary were doing to reduce this. The T/DCC stated that the Constabulary were looking to see if they are recording this accurately against IOPC guidance and added that the figures were not dissimilar from the national average; however, the Constabulary still had a duty to ensure victims were at the forefront of the Constabulary's response. The T/DCC stated that there was a focus on ensuring the communications with the complainant was of a high standard in a tidy manner with an option to service recover at the earliest opportunity.

The PCC queried the difference between the percentage of complainants contacted in more than ten working days between the 1<sup>st</sup> April to the 30<sup>th</sup> September 2021 and the same time period in 2020. The T/DCC stated that he has made further enquiries and resourcing into this and added that there was a staffing issue with demand and the impact of Covid-19. The T/DCC advised that early contact is a far better way to deal with a complaint and make an early intervention resolution, with this being an opportunity to invest, manage and engage with complainants.

The PCC questioned if the reflective practices mentioned by the Constabulary in the report have been of benefit and how often is it being used. The T/DCC stated that he wanted to give a good service to members of the public and there was a change in the process of complaints handling to assist this. He added that several complaints were resolved between officers and members of the public where there may be issues raised, but there is still an opportunity for sanctions. The reflective practices process has been used ten times between April and September this year and led to training, meetings or informal processes that helped officers to learn and improve.

## **10. Emergency Services Collaboration Group Update**

The PCC stated that the Constabulary had a statutory obligation to work in collaboration with other blue light services. The CC stated that recently there had

been a good example of collaborative responses to homicides where the Joint Major Investigation Team with Suffolk Constabulary pulled together resources to provide a response. He added that Norfolk Constabulary collaborates nationally, regionally and with local partners and had saved £41.3m with Suffolk Constabulary since 2009. Norfolk Constabulary is involved in a Home Office led emergency services mobile communications programme which aims to replace radios for officers and had a cost planned into budgets for this.

The CC advised that the Constabulary was going live in April with the Policing Education Qualifications Framework (PEQF) partnered with Anglia Ruskin to ensure officers have the vocational skills necessary to deal with modern-day policing. He added that vetting work was ongoing on a regional basis and this would have the benefit of speeding up vetting processes. In addition to this the Constabulary is working on more efficient ways to store digital data and this will be aimed to be delivered in September 2023.

## **11. Emerging Operational/Organisational Risks**

The CC outlined the Constabulary's position stating that most of the key issues have been covered in the meeting. He added that mental health was a key issue that affected day-to-day policing and was something that needed to be addressed by the broader health system. The CC stated that individuals experiencing a crisis should be cared for by specialist mental health beds and not by police in custody. He explained that police need to use resources to respond to this which means that officers cannot be deployed to other calls and added that demand is increasing which is having a greater effect. The PCC asked what the percentage of mental health related calls coming into the Constabulary was. The CC advised that the Control Room have previously completed a 'deep dive' into 24 hours of calls to look into the background of people calling into the Constabulary, but to quantify a figure was difficult as not all call logs are tagged as mental health related; however, he could provide other data relating to powers and warrants in future meetings. The ACC stated that he was fully engaged with mental health partners and officers sit on tactical and strategic groups, and the T/DCC added that this was not an issue just seen in Norfolk as it is a national issue.

## **12. AOB**

There was nothing discussed under AOB.

## **13. Date of Next Meeting**

Tuesday 26<sup>th</sup> April 2022 from 10:30am. Update: this has now been rescheduled to Tuesday 3<sup>rd</sup> May from 14:00pm.



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Giles Orpen-Smellie  
Police and Crime Commissioner



.....  
Paul Sanford  
Chief Constable



**NORFOLK**  
CONSTABULARY  
*Our Priority is You*

**ORIGINATOR:** Assistant Chief Officer Peter Jasper

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC Accountability Meeting – May 2022

**SUBJECT:** PRIORITY 7 - Good Stewardship of Taxpayers' Money

**SUMMARY:**

This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan.

1. The report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for end of year based on figures from 28 February 2022.
2. A high-level update on the Estates Programme is included.
3. The Performance Metrics for Good Stewardship of Taxpayers' Money are also included.

**RECOMMENDATIONS:**

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

**ORIGINATOR:** Assistant Chief Officer

**REASON FOR SUBMISSION:** For Discussion

**SUBMITTED TO:** PCC Accountability Meeting 03.05.2022

**SUBJECT:** Budget Monitoring Report 2021/22  
(based on period to 28 February 2022)

**SUMMARY:**

1. This report provides a high-level financial overview of the Group Revenue and Capital Budgets for the current year.
2. The Commissioner approved the total revenue budget and capital programme for 2021/22 in February 2021 and this report forecasts outturn income and expenditure to the end of the year based on the position at the end of February 2022.
3. The Group is forecasting a revenue underspend of £0.516m, including a Constabulary underspend of £0.573m and OPCC underspend of £0.057m & Commissioning overspend of £0.114m.
4. The forecast capital position is a £5.3m underspend due largely to the re-profiling of costs relating to the major estates scheme at Broadland and Hethersett. This is an increase of £1.7m from the previous report.

**RECOMMENDATIONS:**

It is recommended that the Police and Crime Commissioner notes the report.

## DETAIL OF THE SUBMISSION

### 1. OVERVIEW

1.1 Based on the position as at 28 February 2022, the total Group Revenue Budget is forecast to underspend by £0.516m (0.28% of net revenue budget).

1.2 The high-level summary at month 11 is as follows:

	<b>Budget 2021/22 £000</b>	<b>Full Year Forecast £000</b>	<b>Over(-)/Under spend</b>	
			<b>£000</b>	<b>%</b>
<b>Office of the Police and Crime Commissioner</b>	<b>1,108</b>	<b>1,052</b>	<b>57</b>	<b>5.11%</b>
PCC Commissioning	1,206	1,320	(114)	(9.46%)
Transfer from reserves	(502)	(502)	0	0.00%
<b>PCC Commissioning (net)</b>	<b>704</b>	<b>818</b>	<b>(114)</b>	<b>(16.20%)</b>
Chief Constable Operational Spending	189,135	188,237	898	0.47%
Transfer from Reserves	(543)	(218)	(325)	59.85%
<b>Chief Constable Operational Spending (net)</b>	<b>188,592</b>	<b>188,019</b>	<b>573</b>	<b>0.30%</b>
Capital Financing	6,267	6,267	0	0.00%
Transfer from reserves	(287)	(287)	0	0.00%
<b>Capital Financing (net)</b>	<b>5,980</b>	<b>5,980</b>	<b>0</b>	<b>0.00%</b>
<b>Contribution to Reserves</b>	<b>946</b>	<b>946</b>	<b>0</b>	<b>0.00%</b>
<b>Specific Home Office Grants</b>	<b>(14,274)</b>	<b>(14,274)</b>	<b>0</b>	<b>0.00%</b>
<b>Total</b>	<b>183,056</b>	<b>182,540</b>	<b>516</b>	<b>0.28%</b>



## 2. PCC REVENUE BUDGET

- 2.1 The Office of the PCC is forecast to be on budget at the end of the year.
- 2.2 The PCC Commissioning net budget for 2021/22 is £1.206m. However, the PCC receives a grant from the Ministry of Justice for the commissioning of victims' services, together with Community Safety Partnership funding, which has been budgeted at £1.505m this year. The full budget and forecast is set out below: -

	<b>Budget 2021/22 £000</b>	<b>Full Year Forecast £000</b>	<b>Over(-)/Under spend £000</b>
Commissioning of all services, including those for victims	3,692	4,030	(338)
Less: Ministry of Justice Grant (MoJ)	(1,505)	(1,505)	0
Other Commissioning Income	(981)	(1,205)	224
<b>Net (base) Budget 2021/22</b>	<b>1,206</b>	<b>1,320</b>	<b>(114)</b>

- 2.3 There is a one-off allocation from the PCC Reserve of £0.502m to support the Commissioning Programme in the current year, however the requirement based on the current forecast outturn will be £0.114m. The reason for this change is as set out in the previous report.

## 3. CONSTABULARY REVENUE BUDGET

- 3.1 The Constabulary Revenue Budget is forecast to be underspent by £0.573m at the year-end. The main variances are explained below and provided in the following table:

	<b>Budget 2021/22 £000</b>	<b>Full Year Forecast £000</b>	<b>Over (-) / Under Spend £000</b>
Pay Related Costs	158,975	158,665	310
Other Employee Costs	1,922	1,891	31
Property Related Costs	17,024	17,183	(159)
Transport	3,695	3,618	77
Supplies and Services	16,589	16,523	66
Third party payments	5,785	5,761	24
Corporate	2,768	2,768	(0)
Income	(17,623)	(18,174)	550
Transfer from Reserves	(543)	(218)	(325)
<b>Total</b>	<b>188,592</b>	<b>188,019</b>	<b>573</b>

### 3.2 Pay Related Costs

The forecast underspend of £0.310m primarily relates to staff pay vacancies, offset by the increase in officer numbers in excess of the planned recruitment targets.

This is subject to change and is dependent on decisions in relation to officer student cohorts for the remainder of the financial year.

- 3.3 The 2021/22 budget includes funding relating to the planned uplift of officers in respect of meeting Norfolk's share of the increased national recruitment of 20,000 police officers announced by central government, known as Operation Uplift.
- 3.4 The current workforce planning assumptions assume a net increase of 115 officers for this financial year, with strength at 1790 by year end, 99 FTE above the Uplift target. This level of recruitment is required to ensure the Uplift target is exceeded in 2021/22 in order to maintain officer numbers in 2022/23 during the introduction of the new Police Education Qualifications Framework (PEQF).

### 3.5 **Other Employee Costs**

The forecast underspend of £0.031m primarily relates to underspends in training and conferences (£0.090m), offset by an increased demand on medical services for officers and staff (£0.025m) and court compensation payments (£0.035m).

### 3.6 **Property Related Costs**

The forecast overspend of £0.159m relates to higher than budgeted expenditure in rent and furniture and fittings mainly to support and maintain covid social distancing arrangements in the workplace.

### 3.7 **Transport Related Costs**

The forecast underspend of £0.077m relates to lower than budgeted expenditure within fuel, mileage and travel costs, based on expenditure incurred during the first ten months of 2021/22, offset by additional costs within vehicle spares and repairs.

### 3.8 **Income**

The forecast surplus of £0.550m includes additional income as a result of recent mutual aid and additional court fees, together with Covid-19 income loss recovery from the Home Office, following the final reconciliation of the reimbursement of funds received in 2020/21.

### 3.9 **Transfer from reserves**

The variance of £0.325m shown in the table at 6.1 relates to the use of reserves linked to Constabulary spending in respect of the requirement to cover the cost of change, which is no longer required in 2021/22.

## 4. **SAVINGS**

- 4.1 The total planned savings requirement for 2021/22 is £4.010m with budgets having been reduced in line with the agreed savings profiles set out in the MTFP. Delivery of these savings is currently on target.

## 5. SPECIFIC HOME OFFICE GRANTS

- 5.1 The budget of £14.274m relates to Home Office funding for PFI and other specific grants. It is anticipated that these grants will be received in full.

## 6. TRANSFER FROM RESERVES

- 6.1 The budgeted transfer from reserves, as per the MTFP, is summarised in the table below.

Use of Reserves	Budget	Forecast	Variance
<b>PCC Commissioning Plan</b>	<b>(502)</b>	<b>(502)</b>	<b>0</b>
<b>Constabulary:</b>			
Cost of Change	(325)	0	(325)
7 Force Collaboration Contribution	(175)	(175)	0
National Portfolio Carry Forward	(43)	(43)	0
<b>Total Constabulary Use of Reserves</b>	<b>(543)</b>	<b>(218)</b>	<b>(325)</b>
<b>Capital Programme Funding from Reserves</b>	<b>(287)</b>	<b>(287)</b>	<b>0</b>
<b>Transfer from Reserves</b>	<b>(1,332)</b>	<b>(1,332)</b>	<b>0</b>
<b>Transfer (from) / to reserves:</b>			
Council Tax Deficit Funding	(700)	(700)	0
Efficiency Reserve	250	250	0
Local Tax Support Grant	1,396	1,396	0
<b>Net transfer (from)/to Reserves</b>	<b>(386)</b>	<b>(61)</b>	<b>(325)</b>

## 7. CAPITAL PROGRAMME

7.1 The current total approved Capital Programme is £16.601m including slippage from 2020/21 of £10.065m, adjustments relating to Body Worn Video (0.400m), Mobile Device Replacement (£0.415m), additional Vehicles (0.546m) and Athena (£0.048m) and transfer of £0.292m from Table B to Table A.

7.2 The current forecast expenditure at year-end is £11.285m.

	<b>Original Budget</b>	<b>Changes to be approved</b>	<b>Revised Budget</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Slippage from 2020/21	10.065	0	10.065		
Table A – schemes approved for immediate start 1 April 2021	6.536	0	6.536		
<b>Total Capital Programme</b>	<b>16.601</b>	<b>0</b>	<b>16.601</b>	<b>11.285</b>	<b>5.316</b>
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.316	0	3.316		
Table C – Longer term, provisional schemes requiring further reports	0	0	0		
<b>Total</b>	<b>19.917</b>	<b>0</b>	<b>19.917</b>		

7.3 The underspend of £5.3m relates to re-profiling of the Broadland Gate and Norfolk Professional Development Centre schemes (£2.8m), vehicle replacements that are delayed as the lead in time is much longer as a consequence of issues in the supply chain (£0.8m) and ICT schemes that are slipping into next financial year (£1.8m).

## 8. SAFETY CAMERA PARTNERSHIP

- 8.1 The PCC currently holds earmarked reserves of £1.101m on behalf of partners for Norfolk Safecam. The partners are Norfolk County Council, Norfolk Constabulary and the PCC. The funds are used for on-going and new road safety initiatives.
- 8.2 The Safety Camera Oversight and Scrutiny Board, on which the OPCC and Constabulary are represented, has agreed options for spending this reserve during 2021/22.
- 8.3 Taking the commitments agreed in 2020/21, together with allocations under consideration by the Project Board, total expenditure of £0.340m is anticipated. The current assumption is that any income received will exceed offset back office costs by £0.224m.
- 8.4 Based on the assumptions as above, the table below provides an analysis of the current financial plan.

<b>Safety Camera Partnership Reserve Forecast</b>	<b>£000</b>	<b>£000</b>
Reserve as at 31 March 2021		<b>(1,101)</b>
Provision held for winding up		250
Provision for new camera equipment and vehicles		90
<b>Useable Reserve as at 1 April 2021</b>		<b>(761)</b>
<b>Net Income following offset of back office costs</b>		<b>0</b>
<b>Agreed Allocations:</b>		
Re-siting of camera A1067 to A1402	25	
4 Roads Policing Officers	238	
Young Driver Education post	38	
Speed Awareness Messaging (NCC)	39	
<b>Total Agreed Allocations</b>		<b>340</b>
<b>Forecast income (after allocation for Back Office)</b>		<b>(224)</b>
<b>Estimated Useable Reserve as at 31 March 2022</b>		<b>(645)</b>

**Corporate Monitoring Report at 28th February 2022  
NORFOLK GROUP**

**FULL SUMMARY OF INCOME AND EXPENDITURE**

	<b>Budget 2021/22</b>	<b>Actual Year to Date</b>	<b>Forecast Outturn</b>	<b>(Over)/Under spend</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Pay and Employment Costs	160,414	147,844	159,998	416
Other Employee Costs	1,949	1,388	1,917	32
Property Related	17,025	13,970	17,184	(159)
Transport Related	3,721	3,169	3,631	90
Supplies and Service	19,897	16,254	20,059	(162)
Third Party Payments	5,785	2,923	5,915	(130)
Capital Financing	6,267	673	6,287	(20)
Contingencies	2,768	0	2,768	(0)
Movement to / from Reserves	(386)	0	(61)	(325)
<b>TOTAL EXPENDITURE</b>	<b>217,439</b>	<b>186,220</b>	<b>217,698</b>	<b>(258)</b>
Grant, Trading and Reimb Income	(34,383)	(26,613)	(35,158)	775
<b>TOTAL INCOME</b>	<b>(34,383)</b>	<b>(26,613)</b>	<b>(35,158)</b>	<b>775</b>
<b>NET INCOME/EXPENDITURE</b>	<b>183,056</b>	<b>159,607</b>	<b>182,540</b>	<b>516</b>

**FINANCIAL IMPLICATIONS:**

As per the report.

**OTHER IMPLICATIONS AND RISKS:**

There are no other implications or risks.

**ORIGINATOR:** Head of Estates.

**REASON FOR SUBMISSION:** For Information.

**SUBMITTED TO:** PCC Accountability Meeting – May 2022.

**SUBJECT:** Estates Update.

**SUMMARY:**

This paper updates the Police and Crime Commissioner for Norfolk (PCC) on the latest position with the impact of COVID-19 on estates and facilities services and the status of Norfolk Horizons estates plan projects.

**RECOMMENDATION:**

For the Norfolk PCC to note the estates position and plan update.



## KEY ISSUES FOR CONSIDERATION.

### 1. BACKGROUND:

1.1 This paper summarises the current estates position relating to the impact of COVID-19 on Estates & Facilities Department services and an update on estates projects.

### 1.2 COVID-19 IMPACT:

1.3 The Estates & Facilities Department has worked closely with the ICT Department to provide additional desk space to enable social distancing in the workplace. This has included using classrooms, meeting rooms and vacant office areas, as well as utilising spare accommodation in other police stations.

1.4 The Facilities Unit has assisted with additional cleaning requirements, waste and PPE disposal and changes to catering services.

1.5 A summary of the main service impacts are as outlined below.

### 1.6 Estates Unit Services:

*Reactive 24/7 call out repairs* – a normal service has been maintained.

*Minor Works and accommodation moves* – we have undertaken COVID-19 social distancing moves and accommodation moves to commence our Modern Workplace initiative to facilitate hybrid working.

*Statutory Servicing* – Normal servicing is now being maintained. Contractor multi-site visits for PAT and fire extinguisher testing is now taking place again.

### 1.7 Facilities & PFI Services:

*Cleaning, caretaking, waste and grounds* - Our facilities contractor CBRE has undertaken additional cleaning. Custody facilities services have been maintained via our PFI contract with Tascor.

*PPE waste disposal* – We have provided additional waste bins and service for PPE disposal in Police Stations and other operational premises.

*Catering* – Our catering service via Mitie at Wyndham OCC is now providing both a takeaway and a reduced table service. Emergency catering is still available.

*SALTO – Building Access Controls* – Our facilities staff have maintained the service and made room changes to accommodate the changing use of accommodation space under the current COVID-19 circumstances.

## **2.0 ESTATES PLAN – NORFOLK HORIZONS UPDATE:**

2.1 Following the last meeting the Norfolk Horizons related Estates projects are updated as follows:

## **2.2 NORFOLK HORIZONS – INVESTIGATION HUB PROJECTS:**

### **2.3 EAST HUB – BROADLAND POLICE STATION:**

2.4 RG Carter of Norwich have commenced building work on the Broadland Gate Business Park site from 23<sup>rd</sup> August 2021 and the works will continue for 52 weeks.

2.5 Good progress is being made with the building construction with brick work and site car park construction advancing well over the last month.

2.6 The new site will provide the eastern investigations hub which is planned to be fully operational by November 2022.

### **2.7 ACLE:**

2.8 It is planned to relocate services to the new Broadland Police Station and share facilities at Acle Fire Station to maintain a local Beat Manager presence and police visibility in Acle.

2.9 Chaplin Farrant architects have completed plans for an outline planning application for residential use, in preparation for the future disposal of the existing Acle Police Station site located on Norwich Road.

### **2.10 SPROWSTON:**

2.11 It is planned to relocate services to the new Broadland Police Station.

2.12 As of 1<sup>st</sup> March 2018, the existing Sprowston Police Station has been designated as an '*asset of community value*' and a restriction has been placed against the registered property ownership title at the Land Registry. This will provide a future opportunity for the community to have the first right to purchase the site, but this will still be at market value.

2.13 Chaplin Farrant architects have completed plans for an outline planning application for residential use, in preparation for the future disposal and obtaining the best value in the event of a community sale, of the existing Sprowston Police Station site located on Wroxham Road.

### **2.14 WEST HUB – SWAFFHAM POLICE STATION:**

2.15 The new Swaffham Police Station located at the Eco-Tec Business Park, Swaffham is complete and fully operational.

2.16 The former Swaffham Police Station site on Westacre Road has been advised for sale via NPS Group. An offer has been accepted (subject to contract) and this is now in the hands of respective solicitors. In the meantime, the site is being used by

the Norfolk Fire & Rescue Service for local training purposes for ladder and search exercises.

### **3.0 EMERGENCY SERVICES COLLABORATION:**

#### **3.1 HOLT:**

- 3.1.1 The move to new premises added onto the Holt Fire Station site is now complete and the site became fully operational on 2<sup>nd</sup> June 2021.
- 3.1.2 Outline planning permission was granted by North Norfolk District Council on 30<sup>th</sup> July 2019 for the demolition of the old police station buildings and the erection of 8 new dwellings. The site awaits approval for disposal.

#### **3.2 REEPHAM:**

- 3.2.1 The move to new premises added onto the Reepham Fire Station site is complete.
- 3.2.2 The Reepham Fire Station police accommodation is now operational and the old Reepham market place police station was handed back to the landlord on 31<sup>st</sup> January 2021.

#### **3.3 ATTLEBOROUGH:**

- 3.3.1 Recommendations on the future of the Attleborough Police Station site are on hold, pending the work and outcomes of Operation Uplift (provision of extra Police Officers) and the related impact of planned housing development implications in and around Attleborough that are being considered as part of the new Estates Plan 2022-2025.

### **4.0 NORFOLK HORIZONS - SURPLUS SITES:**

- 4.1 Following the Norfolk Constabulary 2020 operational review a number of sites were declared surplus to operational needs. The update on each is outlined below.

#### **4.2 NORTH LYNN:**

- 4.2.1 The site of the former North Lynn Police Station at Mayflower Avenue, King's Lynn has been advertised for sale on the open market via NPS Group. An offer has been accepted (subject to contract) and this is now in the hands of respective solicitors.

#### **4.3 STALHAM – DEVELOPMENT LAND:**

The former police station development site located on Yarmouth Road, Stalham is being advertised for sale on the open market via NPS Group.

## **5.0 TRAINING ACCOMMODATION:**

- 5.1 We continue to undertake refurbishment work at the former Hethersett Old Hall School to provide new police training classrooms and other accommodation to support both the planned increase in Police Officer numbers under Operation Uplift and the changes to training under the proposed Policing Education Qualifications Framework (PEQF).
- 5.2 The first phase of 4 classrooms has opened. Tutor offices, meeting space and scenario rooms were opened in December 2020. A further 8 classrooms, and driving school were opened in mid-March 2021.
- 5.3 The former VI form block was also completed at the end of June 2021. The former VI form block now provides student break out kitchen / rest facilities with a conference room at first floor level.
- 5.4 Future works in 2022 will attend to the main hall back roof repairs, internal refurbishment to the barn, part car park resurfacing, providing custody training accommodation and refurbishment of the former junior school block into 4 classrooms.
- 5.5 Future recommendations relating to these proposed works will be '*commercial in confidence*' due to the open market tender process for the works. Results will be reported to the PCC's Estates Board in the first instance.

## **6.0 FINANCIAL IMPLICATIONS:**

- 6.1 As stated in the report.

## **7.0 OTHER IMPLICATIONS AND RISKS:**

- 7.1 As stated in the report.

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	No.
Have financial implications been considered?	Yes – Via Estates Plan.
Have human resource implications been considered?	Yes.
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	Yes.
Have value-for-money and risk management implications been considered?	Yes.
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes, but no formal assessment has been made.
Is the recommendation consistent with the objectives in the Police and Crime Plan?	<p>Yes.</p> <p>To protect the availability of frontline resources.</p> <p>Quality of service target.</p> <p>Capital programme.</p> <p>Financial Savings.</p>
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	<p>Yes.</p> <p>Consultation has taken place with partners.</p> <p>EG: Fire &amp; Rescue &amp; Ambulance.</p>

		COUNTY		
Area	Indicator	Last 12 months	Long term average	Difference
Good Stewardship of Taxpayers' Money	% Emergencies in target	88.1%	89.4%	-1.3p.pt
	% of 999s answered within 10 seconds	89.5%	90.7%	-1.2p.pt
	Average time to answer 101* calls (county Only)	04:27	N/A	N/A
	% of public who agree police are doing a good job (Crime Survey for England and Wales - CSEW)**	Data Unavailable		

Date range used for indicators is 01/03/2021 – 28/02/2022.

\*This figure represents the average answer time for 101 calls that have **not** been re-routed through to a self-service option **and** have already passed through the Switchboard. 101's that are not resolved by switchboard are triaged into either emergency, priority, routine, or advice calls which continue on to a communications officer. This indicator will continue to be reviewed for accuracy and to ensure it is methodologically sound. A long-term average for 101 calls will not be available until we have accumulated four years' worth of data (three years to calculate the preceding average, in addition to a further twelve months to calculate the current twelve-month figure).

\*\*CSEW face to face surveying resumed in October 2021 however there will be a period of time needed to build the sample back to a size that can be reported against nationally and at police force area level. It is anticipated that after 12 months, a sufficient sample will be available. In the meantime data from the interim telephone surveys has not produced data in a format that can be used by forces and so we remain unable to provide these measures. Once police force area data becomes available we will assess its suitability and begin to report where possible.

## Attending Emergencies

- The aim is for 90% of emergencies to be attended within the Constabulary's target. The target for urban areas is 15 minutes and for rural areas, 20 minutes (timings calculated from the point of the call being received to an officer being in attendance).
- In the last 12 months (March 2021 to February 2022), 90.0% of emergencies in urban areas were attended within the target time and 85.9% of rural emergencies were attended within the target time.
- The number of 999 calls has returned to pre-Covid levels following a reduction in the latter part of 2020. The proportion of emergency incidents that are attended within the target time is 1.3p.p below the long-term average (88.1% compared to 89.4%), indicating that the Constabulary are effectively managing the changes in demand. The number of CADs recorded as Grade A (emergency response) over

NOT PROTECTIVELY MARKED

the 12 months up to the end of February 2022 has increased by 7.8% against the long-term average (46,416 against 43,077) and is set against an increase of 5.4% in CADs recorded as Grade B (priority response) over the same period. These trends are likely to reflect the impact of Covid-19 on policing caused by a change in social activity both over the periods of lockdown and the subsequent easing of lockdown measures.

### Answering Emergency calls

- The national target is to answer 90% of 999 calls within 10 seconds.
- For reference 89.5% of 999 calls in the last twelve months were answered within 10 seconds.
- Norfolk Constabulary continues to perform strongly around the ability to answer 999 calls within 10 seconds. At the start of 2021, 999 call demand dropped to the lowest level in two years, before increasing and peaking in August- a trend that is likely to reflect easing and reinstating of lockdown measures. Recent data indicates a return to pre Covid levels with the current financial year sitting between the 19/20 and 18/19 financial years in figure 1. Figure 1/table2 shows the number of 999 calls being answered in Norfolk in 2021/22 compared to previous years.

Table 2: Number of 999 calls received in Norfolk by financial year 2015/16 – 2021/22

	15/16	16/17	17/18	18/19	19/20	20/21	21/22
Apr	6485	6731	7602	8324	8968	7169	8397
May	7213	7470	8480	8701	9536	8601	9163
Jun	7125	7891	9133	9518	10204	9189	10252
Jul	8483	9174	9337	11082	11344	10667	10659
Aug	9118	8478	9088	10385	11194	11842	10705
Sep	7408	7914	8181	9324	9725	9590	10133
Oct	7791	7761	8531	9074	10046	9144	10210
Nov	7730	6438	7700	8610	9603	7617	9106
Dec	7743	7634	8244	9091	10203	8483	9581
Jan	6844	6653	7642	8247	8987	6940	8712
Feb	6087	6766	6668	8301	9079	6724	8587
Mar	6793	7205	8017	9042	8362	8079	

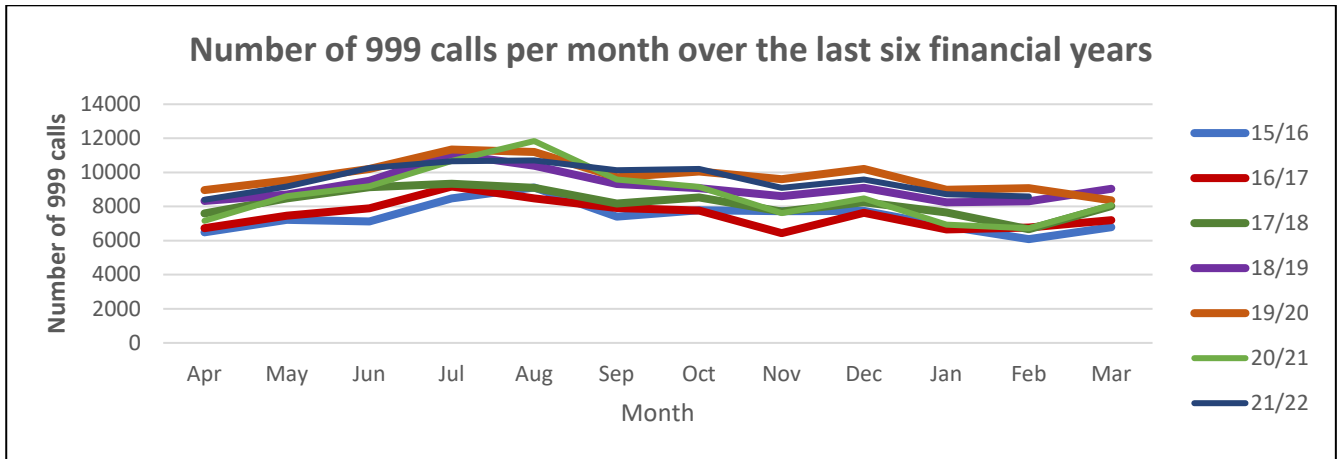


Figure 1: Number of 999 calls received in Norfolk by financial year 2015/16 – 2021/22

### Percentage of the public that believe police do a good/excellent job

The indicator for the percentage of the public who agree the police are doing a good job is a question asked as part of the Crime Survey of England & Wales. Due to COVID-19 restrictions, face-to-face surveys by a researcher in the home of the participant were paused from March 2020 and were replaced with surveys undertaken by telephone. However, that methodology was inconsistent with pre-Covid surveys and did not produce data at police force level. As of October 2021, face to face surveying has resumed however there will be a period of time needed to build the sample back to a size that can be reported against nationally and at police force area level. It is anticipated that after 12 months, a sufficient sample will be available. Once police force area data becomes available, we will assess its suitability and begin to report where possible.

In an effort to develop a more detailed understanding of the views of the local community on policing matters, a community perceptions survey is now into its third year and is generating rich insight into the perceptions of the public on a number of key policing and personal safety matters. The data is available at county and district level, identifying local trends that indicate either areas to improve or where best practice could be shared. 150 surveys per district are conducted each quarter, seeking views on:

- Feelings of safety
- Police visibility and presence
- Perceptions of crime and ASB
- Police engagement with local communities
- Experiences of victims of crime
- Dynamic issues that are particularly relevant at any one time (for instance, the introduction of body worn videos).

The question sets reflect similar surveys that were previously successfully implemented in other force areas and the results will be incorporated into the CPC neighbourhood policing strategy to help guide and inform tactical work to maintain the positive outcomes and focus on the areas for improvement. A CPC action plan has been developed to ensure the findings of the survey are addressed effectively, with particular focus on communication opportunities both internally and externally, improving our engagement with the public, and influencing the work of our engagement officers.



Headlines from the last public perceptions quarterly data (12 months ending December 2021) are below, with a comparison against the previous 12-month period (12 months ending September 2021). These figures are based on 4200 surveys which were conducted over this period, 600 per district.

- 86% of respondents think police are doing a good or excellent job - a 3% decrease compared with the previous reporting period.
- 80% of respondents indicated they had confidence in the police in their local area - a 3% decrease compared with the previous reporting period.
- 83% of respondents indicated they were confident they would get a good service if they reported a crime or incident - a 2% decrease compared with the previous reporting period.
- 89% of respondents felt the police would treat them with fairly and with respect- a 3% decrease compared with the previous reporting period.
- 98% of respondents felt safe in the local area during daylight hours. This drops to 70% after dark- daylight is consistent with the previous reporting period, after dark hours has dropped by 5%.
- 64% of respondents felt police understood the issues affecting their community- a 3% decrease compared with the previous reporting period.



**ORIGINATOR:** Deputy Chief Constable Simon Megicks

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC Accountability Meeting – May 2022

**SUBJECT:**  
**Priority 5 Support Victims and reduce Vulnerability – Update on the Implementation of a Domestic Abuse Perpetrator Partnership Approach (DAPPA) trial in Norfolk.**

**SUMMARY:**

This paper provides an update to a previous public facing report submitted to the Police and Crime Commissioners Office in March 2021 around the introduction of a DAPPA approach in Norfolk. This briefing provides:

- A reminder of the rationale around establishing the trial
- An update on the current position
- Outline of the next steps

**RECOMMENDATION:**

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

## **1. Introduction**

1.1 This report is an update to a report submitted to the Police and Crime Commissioners office back in March 2021. The original report detailed the proposal around the establishment of a perpetrator focused intervention tactic on a trial basis to support the work already done to support victims of domestic abuse.

1.2 This report sets out:

- The background rationale around establishing the trial
- An update on the current position
- An outline of the next steps

## **2. Background**

2.1 As reported previously domestic abuse accounts for approximately one in four victim-based crimes recorded by Norfolk Constabulary.

2.2 There has already been a considerable investment of effort by police and partners focused on safeguarding victims and children affected by these types of crime through the partnership arrangements established in the Multi-agency Safeguarding Hub (MASH). Those victims identified at particularly high levels of risk are referred through to the Multi-Agency Risk Assessment Conference (MARAC) which again looks to ensure the appropriate partnership support to the victim is in place.

2.3 In looking to ensure a holistic approach addressing this type of offending it was identified there was an opportunity to target offending behaviour itself and therefore further reduce the risk to the victim. As previously reported by the domestic abuse charity “Safelives” (2017), only 1% of perpetrators nationally received any specialist response to change their behaviour and reduce the risk to their victims.

2.4 Research work by The Office of the Police and Crime Commissioner for Norfolk (OPCCN) reviewed the opportunities around developing an enhanced response focused on offenders and their behaviour. They recommended that a Domestic Abuse Perpetrator Partnership Approach (DAPPA) be established modelled around work done in Northumbria. Discussions between the Constabulary and OPCCN concluded with the agreement of a budget for a two-year trial of DAPPA being established as part of the work for the precept planning for 2021/22. This included a dedicated fund overseen by the OPCCN that could be used to refer perpetrators to bespoke behavioural change programmes or to fund more general intervention programmes.

2.5 DAPPA itself is a multi-agency approach designed to identify and manage the highest risk domestic perpetrators and was launched in September 2021 once the necessary personnel, training and processes were in place.

2.6 Using a risk-based scoring system (referred to as the Recency, Frequency, Gravity or “RFG” matrix) DAPPA identifies perpetrators who present the most serious or repeated risk of harm to victims. DAPPA also considers appropriate referrals from police and partner agencies for individuals not

scored through this process but who present risk that would benefit from a multiagency approach.

2.7 DAPPA seeks to develop robust multi-agency risk management plans around perpetrators using a problem-solving approach with a full menu of tactical options. Perpetrators are discussed at monthly multi-agency meetings and the team also provide a focussed pathway to intensive targeted support where appropriate. These tactical options focus on three key areas:

- Further protecting the victim and their family
- Disrupting the perpetrator and their behaviour to reduce the risk and likelihood of them offending
- Supporting the perpetrator to address their conduct.

2.8 Put simply, the overall key objective for DAPPA was to reduce further incidents of domestic abuse making victims and children living in domestic abuse situations safer.

### **3. Current Position**

3.1 Part of the original financial bid for DAPPA was to establish a dedicated team of 4.5 staff posts consisting of a Coordinator, two police staff investigators, two administrator/ researchers and an analyst. These roles are now recruited to, and the team is up and running based within the MASH at County Hall.

3.2 A DAPPA information sharing agreement has been developed and signed up to by police and twelve partner agencies including adult and children's social care, probation, mental health services, housing authorities and victim support services. The partners meet regularly by videoconference to discuss cases and to consider potential escalations of individuals to the main cohort. At the time of writing DAPPA has received 6 referrals from partner agencies, 5 of which have been adopted. This highlights the advantage that other agencies can flag risks they identify when previously the individual may not have been escalated due to the police having no contact history. The DAPPA team are continuing to build relationships with agencies to enhance the response that can be targeted particularly at those perpetrators who have little engagement with statutory authorities.

3.3 The analyst within the team has continually developed the RFG matrix over the first six months and has recently incorporated the work of Essex Police colleagues which helped identify and prioritise the specific harms caused in a domestic abuse context. A practical example of this development is that stalking and controlling behaviour now scores higher on the risk scale due to academic research linking this to a heightened risk of domestic homicide.

3.4 At the time of writing this report the main DAPPA cohort numbers 50 identified perpetrators. The partnership response work has initially been established in Norwich where 32% of the main cohort reside. However, it is acknowledged that with 22% of perpetrators living in the west of the county there is a requirement to develop a more flexible intervention model.

3.5 As well as focused multiagency work around the main cohort DAPPA also have a monitored cohort to keep oversight of those perpetrators who may not at the time require that multiagency response. At the time of writing there are 62 individuals on the monitored list. Any perpetrator removed from the main cohort is automatically transferred onto this list. Individuals on the monitored list are removed once six months have passed without further reported incidents. It is anticipated as the processes continue to develop and refine around the risk management of the monitored list that this number will rise gradually to around 100 individuals.

3.6 The DAPPA team hold regular reviews to consider whether individuals should move between the main list and the monitored list based on the continuous risk assessment processes.

3.7 There have been several notable successes for DAPPA so far, below are some of the examples of the work that have been summarised and anonymised:

- One perpetrator identified as being a very high risk to their partner was appearing in court for violence offences against that partner. The DAPPA team engage with the court setting out the level of risk and complexity of the case which helped influence a custodial sentence outcome.
- The DAPPA meetings have been used as an opportunity for domestic violence disclosure applications to be discussed between partners. This reduced the processing time around such matters and led to information being shared more quickly with those persons in a relationship with a perpetrator who potentially could be at risk from them.
- The DAPPA team engaging with a perpetrator on their release from prison to safely set out the status of their previous relationship in order to protect the victim.
- One victim and their family saw the waiting time for their move to safer accommodation significantly reduced as partners could discuss the case and share information quickly and efficiently within established guidance.
- There has been positive feedback from partners around the sharing of information which in turn has helped other agencies spot and flag risk back into DAPPA around perpetrator behaviour.
- Bespoke and enhanced support was offered to one vulnerable victim as a result of an agency referral with the DAPPA process quickly ensuring a multiagency support programme was established.

#### **4. Next Steps**

4.1 Part of the original business case for the DAPPA trial was the establishment of a dedicated budget for behavioural change programmes targeting offending behaviour. The early data scoped indicated that for efficiency

purposes the intervention programmes should be set up to work out of Norwich where it was anticipated the largest section of the cohort would come from.

4.2 The main challenge in the first six months of operation has been around identifying suitable perpetrators who were also willing to participate. As yet, only one case has progressed to assessment stage for consideration for the additional training. There are several reasons for this, including the course not being suitable for certain perpetrators including:

- Individuals with a recent high risk offending history
- Individual with complex substance misuse issues
- Those perpetrators with mental health issues
- Those individuals that cannot make a guarantee they can travel to Norwich where the courses currently take place.

4.3 The Constabulary and OPCCN have reviewed the lessons learned so far and will now look to develop tailored 1-2-1 perpetrator inputs delivered across the county at two levels, the first targeting those individuals assessed as ready for behavioural change work and then a second approach for those that present a higher risk with an entrenched history of domestic abuse. There is also the opportunity in the future to offer these responses not just through DAPPA but through the other partnership mechanisms such as the MASH or the Integrated Offender Management (IOM) process where it is deemed it would help address offender behaviour.

4.4 In addition, the trial is scoping the potential for the DAPPA team to develop as a point of expertise around stalking, with the benefit being the team can then support victims as independent stalking case advocates as well as managing stalking protection orders.

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

## **5. FINANCIAL IMPLICATIONS**

5.1 As per the original business case – no change.

## **6. OTHER IMPLICATIONS AND RISKS**

6.1 Nil

<b>ORIGINATOR CHECKLIST (MUST BE COMPLETED)</b>	<b>STATE 'YES' OR 'NO'</b>
Has legal advice been sought on this submission?	NO
Have financial implications been considered?	As per original business case
Have human resource implications been considered?	Yes as part of recruitment process
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	Yes as part of development of the trial. Sustainability will be reviewed.
Have value-for-money and risk management implications been considered?	YES
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	YES
Is the recommendation consistent with the objectives in the Police and Crime Plan?	YES
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	YES – See Information Sharing Protocols

		COUNTY			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	56.5%	59.9%	-3.4p.p	
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	47.1%	50.2%	-3.1p.p	
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	33.1%	36.0%	-2.9p.p	
	Solved rate (Domestic Abuse)	9.0%	10.7%	-1.7p.p	
	Solved rate (Rape)	5.2%	4.4%	0.8p.p	
	Solved rate (other Serious Sexual Offences)	8.9%	8.7%	0.2p.p	
	Solved rate (Child Sexual Abuse)	14.1%	9.8%	4.3p.p	
	Solved rate (Hate Crime)	11.4%	13.5%	-2.1p.p	
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

\*\*\* Data regarding the court hearings has been denied by CPS for a public audience.



		<b>KING'S LYNN &amp; WEST NORFOLK</b>			
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>	
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	56.5%	61.4%	-4.9p.p	
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	51.6%	47.3%	4.3p.p	
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	29.7%	34.2%	-4.5p.p	
	Solved rate (Domestic Abuse)	11.0%	12.0%	-1.0p.p	
	Solved rate (Rape)	2.2%	4.4%	-2.2p.p	
	Solved rate (other Serious Sexual Offences)	10.2%	12.4%	-2.2p.p	
	Solved rate (Child Sexual Abuse)	12.9%	11.2%	1.7p.p	
	Solved rate (Hate Crime)	15.8%	15.5%	0.3p.p	
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

		<b>BRECKLAND</b>			
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>		<b>Long Term Averages</b>	<b>Difference</b>
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	58.9%		59.1%	-0.2p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	51.7%		49.6%	2.1p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	34.2%		39.2%	-5.0p.p
	Solved rate (Domestic Abuse)	9.3%		10.8%	-1.5p.p
	Solved rate (Rape)	9.3%		2.5%	6.8p.p
	Solved rate (other Serious Sexual Offences)	11.9%		8.5%	3.4p.p
	Solved rate (Child Sexual Abuse)	18.6%		9.2%	9.4p.p
	Solved rate (Hate Crime)	21.4%		13.7%	7.7p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

		<b>NORTH NORFOLK</b>		
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	60.0%	57.7%	2.3p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	44.9%	47.7%	-2.8p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	40.2%	40.3%	-0.1%
	Solved rate (Domestic Abuse)	6.6%	9.4%	-2.8p.p
	Solved rate (Rape)	5.3%	4.4%	0.9p.p
	Solved rate (other Serious Sexual Offences)	7.2%	7.2%	0.0p.p
	Solved rate (Child Sexual Abuse)	17.3%	12.2%	5.1p.p
	Solved rate (Hate Crime)	4.2%	12.7%	-8.5p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

		<b>SOUTH NORFOLK</b>		
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	51.1%	54.9%	-3.8p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	48.5%	52.4%	-3.9p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	24.6%	34.8%	-10.2p.p
	Solved rate (Domestic Abuse)	7.0%	10.5%	-3.5p.p
	Solved rate (Rape)	2.5%	3.1%	-0.6p.p
	Solved rate (other Serious Sexual Offences)	6.5%	6.6%	-0.1p.p
	Solved rate (Child Sexual Abuse)	9.5%	6.1%	3.4p.p
	Solved rate (Hate Crime)	7.2%	16.5%	-9.3p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

		<b>BROADLAND</b>		
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	56.3%	60.5%	-4.2p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	45.0%	44.5%	0.5p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	35.8%	28.2%	7.6p.p
	Solved rate (Domestic Abuse)	7.0%	10.5%	-3.5p.p
	Solved rate (Rape)	5.4%	4.4%	1.0p.p
	Solved rate (other Serious Sexual Offences)	6.5%	5.0%	1.5p.p
	Solved rate (Child Sexual Abuse)	18.2%	9.0%	9.2p.p
	Solved rate (Hate Crime)	11.7%	14.5%	-2.8p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
% of all guilty pleas at First Hearing at Crown Court	***			

## NORWICH CITY COUNCIL

Area	Indicator	Last 12 months	Long Term Averages	Difference
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	55.9%	59.4%	-3.5p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	48.6%	53.4%	-4.8p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	40.1%	37.7%	2.4p.p
	Solved rate (Domestic Abuse)	10.7%	11.4%	-0.7p.p
	Solved rate (Rape)	5.4%	4.8%	0.6p.p
	Solved rate (other Serious Sexual Offences)	8.9%	9.1%	-0.2p.p
	Solved rate (Child Sexual Abuse)	12.7%	10.3%	2.4p.p
	Solved rate (Hate Crime)	7.5%	11.2%	-3.7p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

		<b>GREAT YARMOUTH</b>			
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>	
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	57.9%	64.2%	-6.3p.p	
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	39.0%	52.3%	-13.3p.p	
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	31.9%	36.9%	-5.0p.p	
	Solved rate (Domestic Abuse)	8.6%	10.5%	-1.9p.p	
	Solved rate (Rape)	6.3%	5.5%	0.8p.p	
	Solved rate (other Serious Sexual Offences)	8.7%	7.5%	1.2p.p	
	Solved rate (Child Sexual Abuse)	14.2%	8.5%	5.7p.p	
	Solved rate (Hate Crime)	16.1%	15.7%	0.4p.p	
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

The percentage of victims not supporting prosecution for Domestic Abuse, Serious Sexual Offences, and Child Sexual Abuse, have each reduced slightly over the last 12 months when compared to the long-term average. This is against an increase in the volume of recorded crimes in each of Domestic Abuse (14.6%) and Serious Sexual Offences (18.0%). There was a 5.2% reduction in recorded Child Sexual Abuse. The reasons for the increases are varied, including a sustained effort by Norfolk Constabulary, with partners, to raise awareness and encourage reporting of vulnerability-based crimes. For this reason, it is expected that the number of crimes of this nature which are recorded in force will continue to grow. It would appear likely based on national non-police data that as well as willingness to report to police having increased (which should be seen as a positive), there may also be an underlying increase in reporting (which is a concern that will be monitored).

Although the numbers of victims who are not ready to support a prosecution remain high, particularly for victims of Domestic Abuse and Serious Sexual Offences, it is encouraging to see a small decrease when comparing the last 12 months against the long-term average.

Reasons that victims may not be ready to support an investigation are varied and can include circumstances where the suspect is a family member or in a relationship with the victim and they do not want to criminalise them. It should be noted that victims are provided with support during and beyond the investigation as police officers and staff will refer victims to various agencies and charities. For example, the Sexual Assault Referral Centre (SARC), known as the Harbour Centre, offers free support and practical help to men, women, young people and children of all ages living in Norfolk who have been raped or suffered serious sexual offences either recently or in the past. They offer practical and emotional support such as Crisis Workers, facilitating Forensic Medical Examinations, support and advice concerning Health & Well-being, and access to Independent Sexual Violence

Advisors. Independent Domestic Violence Advisors are also accessible as part of the Norfolk Integrated Domestic Abuse Service (NIDAS) via the Multi-Agency Safeguarding Hub (MASH) as are a number of statutory and charitable organisations able to support and give advice to victims.

Even though some victims do not feel ready to support a police prosecution, all domestic abuse crimes and non-crime incidents between intimate partners are subject to a risk assessment. Safeguarding actions are undertaken on a multi-agency basis for all high & medium risk cases in the MASH through referral to NIDAS. All standard risk cases are referred to Victim Support so that advice and guidance can be offered.

Solved rates are directly impacted by a number of factors, including whether the victim supports a prosecution, the availability and nature of supporting evidence, and the Crown Prosecution Service determination as to whether there is sufficient evidence to support charges and a realistic prospect of conviction. Crimes of this nature have also become more complex, with technology becoming more important with regards to evidence capture and investigations. Norfolk Constabulary have invested heavily in technology to improve our ability to secure a prosecution, including body worn video, mobile tablets and digital forensics to assist the evidence gathering and support the victim through the criminal justice process. Body worn video, in particular, allows officers to relay to prosecutors and the courts the victim's immediate reaction to a crime which can often be more compelling evidence than a witness statement alone.

Investigation Standards is an area that the Constabulary continues to monitor and is striving to improve through comprehensive training, and the use of new investigation hubs. Particularly in younger officers, the improvement of standards of investigative work, is a priority for the organisation. Although newer officers would rarely be solely responsible for the investigation of such serious crimes, it is expected that improving their skills and ability will improve the quality of the initial response to all offences.

END.





**ORIGINATOR:** DCC Megicks

**REASON FOR SUBMISSION:** For Noting

**SUBMITTED TO:** PCC Accountability Meeting – May 2022

**SUBJECT:** An Update on the change programme progress within the Norfolk Contact and Control Room (CCR)

**SUMMARY:**

This report will outline –

- An overview of the necessity to consider updating work processes within the CCR.
- Progress to date and the key changes made
- Next steps

**RECOMMENDATIONS:**

It is recommended that the PCC: Notes the report.

## **1. Introduction**

- 1.1 This report will provide the Police and Crime Commissioner with an overview of the key work undertaken within the Norfolk Police Contact and Control Room (CCR) since 2019.
- 1.2 The intention of the review of the CCR was to identify the current critical work areas within the command and strengthen the response so that the team could help the public more quickly, work to greater efficiency and effectiveness with the potential to also support streamlining of the work that might pass on to operational staff.
- 1.3 This has been a particularly busy period of change for the department that receives the majority of first contacts from the public.
- 1.4 The CCR management team has worked closely with the in-house Horizons Team to scope out the business changes that will improve the service to the community now as well as look to the future.

## **2. Background**

- 2.1 The CCR is the single point of initial contact for both emergency and non-emergency communication with the public.
- 2.2 Since 2015 the control room had been receiving a steady increase in 999 calls. To give an example of the trend take 999 calls for the month of July across 3 years:
  - 2015 the CCR received 7125 emergency calls
  - 2017 his rose to 9133
  - 2019 it rose again to 10204.
- 2.3 Whilst the COVID period did cause a reduction in 999 calls recent data suggests a return to pre-COVID levels. You can read in more detail about the recorded number of 999 calls by looking at the appendix to the Priority 7 report within this document bundle.
- 2.4 There is a national target of answering 90% of all 999 calls within 10 seconds. Meeting this target means the CCR managers must carefully oversee the availability of staff on lower priority tasks to ensure someone is ready when that emergency comes in.
- 2.5 Whilst 101 call numbers have declined in recent times (Switchboard received 80,519 between July and September 2019 but only 62,338 between the same months in 2021) the wait to have a 101-call answered has remained one of the contentious areas for the public when dealing with the police.
- 2.6 The CCR team manages approximately 500,000 contacts per year across the telephone, email, web chat services, online crime, and incident reporting channels. Included in the total number of calls for a year are around 30,000 contacts from partner agencies such as the Ambulance and Fire Service.

2.7 The CCR services 75-80% of this demand without the need to deploy a front-line resource.

2.8 The CCR is also responsible for the dispatch, command, and control of police units on the ground, coordinating 250-350 deployments per day.

### **3. Progress to Date**

3.1 With the CCR managing demand across several channels including phone, email, on-line reporting, an early part of the review work focused on developing and operationalising a range of 'performance dashboards' to help managers understand the business area and make effective strategic and operational decisions. The analysis of this data has underpinned the methodology adopted throughout the change programme which simply put, shows that approximately 90% of all demand is between 9am and midnight.

3.2 Early work by Horizons and CCR management team looked to explore how the initial contact with the public was handled particularly around non-emergency calls. As already stated, there were regular examples of members of the public expressing a frustration at the waiting time for a 101 call. Norfolk Constabulary was one of the forces that maintained a staffed switchboard function to help callers either contact the right person or department as well as assessing which 101 calls should be queued for the control room. Findings showed that the switchboard team handled a considerable amount of work, in-fact almost 240,000 calls a year (650 approx. a day). The team at the time was quite small meaning that callers could wait to speak to an operator. This resulted in around 15% of callers abandoning their call. With support from the Police and Crime Commissioner through the precept rise additional funding was identified to significantly increase the size of the team and the hours they worked. The new team has seen the amount of calls abandoned drop to below 5% and for 80% of calls to be answered within 30 seconds.

3.3 The obvious advantage of this enhanced switchboard function is that the public get through more quickly to a team member who can risk assess the call, offer advice, signpost the individual to the right agency or queue the call for a CCR communications officer. The other advantage is with Switchboard dealing with a number of these enquiries' capacity was created for the CCR communications officers to deal with higher harm calls.

3.4 Developed from a pilot running from 2018 Operation Solve is now an integrated element within the CCR. The Solve team focus on desk top investigations, statement taking over the phone and processing CCTV online. They offer a caller when the circumstances are appropriate a diarised call back with a police officer to discuss their case. Presently the team are dealing with public calls on retail crimes, criminal damage and making off without payments. With improved reporting choices on the Norfolk Constabulary website, the team also oversee the initial response to all on-line reporting. Since its inception around 40% of all reports dealt with by Operation Solve have been received digitally. Where the team establish strong lines of enquiry (for example a named suspect) the work will be packaged up for issue to a local officer to take the investigation forward. A shift pattern was developed to enable the service seven days a week between 8am and 8pm and the

team also has a dedicated management team of three sergeants and an inspector to oversee the quality of the work being undertaken.

- 3.5 There are three advantages for the public around this new approach to dealing with initial crime enquiry, firstly the person calling does not have to wait on the phone to speak to someone about their case. They can arrange a contact with a police officer at a time that works for them. Secondly, the team are established to help those members of the public that wish to use on-line reporting to make the police aware of an incident. And, thirdly, because the crime recording and review is done by officers within the Solve team there is a reduction on the number of deployments on front line staff meaning they have more time to address those public calls that carry greater risk.
- 3.6 Following Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) review of Norfolk Constabulary's crime data integrity considerable work has gone on locally to address this area for improvement. The Constabulary wants the public to have confidence that the crimes they report are recognised, appropriately recorded, and investigated. In 2021 supported by additional finance from the Police and Crime Commissioner's precept rise, the Crime Data Integrity Quality Assurance Team (CDIQAT) was fully established within the CCR as part of the response to this issue. Previously a smaller team of people had undertaken this work. The new team now undertake quality assurance checks across the Constabulary crime and incident recording processes to ensure compliance with national standards. There is a particular focus on reviewing reports of domestic abuse and violence offences. Since being set up until the time of writing this report they have reviewed over 60,000 incidents, worked with officers to improve the recorded investigation detail on 18,000 investigations and ensured an additional 2000 crimes were documented. The public can take further reassurance from the fact that HMICFRS in a recent re-examination of crime data integrity have concluded that the Constabulary has addressed its development area in this matter, meaning the public can have trust and confidence in the processes.
- 3.7 The review period was also the opportunity to implement the new national call handling standards. The Constabulary had already introduced an effective risk assessment model to its call handling function (THRIVE – Threat, Harm, Risk, Investigate, Vulnerability, Engagement) but the new national standard let it revisit its prioritisation grades for managing demand and attendance once a call had been assessed. Previously the communications officer taking the call could effectively decide whether something should be attended immediately as an emergency, within the hour as a priority, or scheduled for a routine attendance either through a diary appointment or passing patrol officer. The new approach allowed the same call taker to decide whether the priority attendances should be within the hour or whether it was more appropriate to ensure attendance within 24 hours. This helped demarcate between those incidents where there was an inherent risk to an individual and those circumstances where perhaps due to the vulnerability of the caller it was important they had a prompt police attendance. The emerging findings of this change indicate that those victims or witnesses at risk are now getting an earlier police attendance.
- 3.8 The CCR creates a daily "seating plan" for staff that aims to ensure the core roles within the room are covered for the 24-hour period. It is detailed enough to show each member of staff what task they should be performing and when they should

take their breaks. A dedicated CCR duties team has been established in recognition of the complexity and importance of delivering this responsibility. To support the work a new duties management system was introduced that analyses historic and live time information and forecasts future demand. Previously a daily seating plan would take one person four hours to complete relying on the experience of that individual planner. The duties team now using the new system can do the equivalent in approximately 30 seconds with the software able to scope the next 250 days ahead in just four hours. The benefit for the public is that the team will now map the best approach to deploying resources based on a forensic review of expected demand.

3.9 With such a reliance on technology (for reference there are more than 40 ICT systems used daily across the command) the CCR maintains its own System Support Team. The team work closely with the main Constabulary ICT team and help prepare and update the bespoke technology used within the room. They have supported several key developments throughout the change programme, examples include:

- The introduction of a smart diary system within the main command and control software. The advantage for the caller is they will get a more accurate estimate of when they will get a visit and at the same time it helps plan the appointments for the attending officer, so they are mapped out more efficiently.
- New functionality has been introduced to the command-and-control software that will automatically transfer a copy of an incident from the call taker to the dispatcher while the incident record is being created if the situation is graded as high risk. Previously this was a manual process. The advantage for the caller is that during an emergency the dispatcher can be looking to identify and send the nearest most appropriate resource more quickly to come and assist whilst the details are taken.
- A new interface was introduced to auto populate the national missing persons database from the information entered on the command-and-control software. This reduces duplication and reduces the work requirement on the call taker meaning they are more quickly able to prepare for the next call.

3.10 The review period has allowed for a re-examination of the training function within the CCR. Additional investment has allowed for the training team to bring in-house all the qualifications required for training new staff. The recruitment, selection and training programme has been revised to raise the standard of those joining the CCR team. At the same time work was undertaken at the CCR fallback facility to allow it to operate as a dedicated training centre when not being used operationally. This work has eased demand for the Constabulary ICT space as well as offering resilience during the COVID 19 period.

3.11 The CCR operates five core operational teams of communication officers working a 24/7 shift pattern. This was initially bolstered by two additional support teams during the week operating either an early or late shift. The review period has allowed for a more detailed analysis of demand which led to the addition of a third team and a developed shift pattern for all three support teams covering early and late shifts

including the weekends. Again, the intention was to ensure the maximum potential of staff is available at the busiest times.

#### **4. Way forwards**

4.1 In essence this is a progress report of the work undertaken to date to support the core business of the CCR. That said, there are several key developments moving forwards which will also help prepare the team for the likely expected demands of the future.

4.2 The Constabulary is now scoping which digital engagement products should be developed. Public interest in using on-line functionality has risen, from 700 reports a month being submitted online in the summer of 2019 to 900 reports a month for the summer of 2021. At the same time the CCR has installed and activated a web-chat function which is hoped provides a communication link for victims who wish to engage outside of a traditional phone call. Further development work is required to understand the appetite and likely engagement around any further enhancement of these services. There is the potential that this may require further investment in the future once the review work is complete.

4.3 Work has now commenced on a large-scale review of the 24/7 shift pattern with the aim of ensuring the best staffing model ready to deal with the contact from the public.

4.4 In addition, there are also a number of technological projects planned for the medium term which include:

- The CCR is exploring secure video technology to provide victims with the option of a video call in the future if this was a preferred method of contact.
- The introduction of a new way of managing radio channels that will prioritise work around risk. The new way of working is scheduled for summer 2022. Evidence from the pilot has shown that the average time for a priority incident (where the attendance was required within an hour) reduced from 24m 30s to 15 mins.
- The telephony system provider is working with the CCR to explore a potential 'queue buster' function where a caller can choose to keep their place in the queue but hang up with the CCR calling them back when the operator is free rather than leaving them holding.
- Supporting the Norfolk delivery of a national project that will allow all statutory partners (including Fire, Ambulance, local authority, highways etc.) to pass incidents to each other automatically rather than currently having to do it by a person making a telephone call. It is anticipated this will reduce the number of calls from partners by over 2000 per month.
- The development of an "auto on-scene" function on the command-and-control software which will automatically mark a resource in attendance at an incident when they arrive rather than having to wait for the officer to do this manually. This is a significant development around helping keep operational staff safe and accounted for.

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

NOT PROTECTIVELY MARKED

**FINANCIAL IMPLICATIONS:**

NIL ADDITIONS

**OTHER IMPLICATIONS AND RISKS:**

NIL



**NORFOLK**  
**CONSTABULARY**  
*Our Priority is You*

**ORIGINATOR:** Chief Constable Sanford

**REASON FOR SUBMISSION:** For information

**SUBMITTED TO:** PCC Accountability Meeting – April 2022

**SUBJECT:** Collaboration Report

**SUMMARY:**

The report outlines the Constabulary's collaborative work with:

- Suffolk Constabulary (as part of the preferred partnership)
- The seven-force collaboration programme
- National Programme

**RECOMMENDATIONS:**

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



## Reporting Period: January 2022 to April 2022

### 1 **Background**

- 1.1** Norfolk and Suffolk Constabularies have been collaborating on the delivery of policing functions since 2009 and have implemented very ambitious business transformation plans for Business Support, Justice Services and Protective Services through an agreed preferred police partnership collaboration strategy. The collaborative partnership between Norfolk and Suffolk is one of the longest running nationally and has been recognised as good practice within Home Office Inspections.
- 1.2** Through collaboration and planned change, Norfolk and Suffolk have saved a minimum of £44.8M (£23M for Norfolk) and continue to make savings in existing collaborative spaces. All back office and operational departments are now working jointly with the exception of Local County Policing Commands (which includes Force Control rooms and Safeguarding units, which have many links to other locally based emergency services such as Fire, NHS and Ambulance services). Work continues to progress these partnerships to ensure value for money and the shared use of assets.
- 1.3** The Norfolk Horizons Team are continuously working towards improvement, transformation and modernisation of local policing to ensure delivery of a highly effective service now and in the future.
- 1.4** The Strategic, Business and Operational Services (SBOS) Department manages the programme of change through the joint Programme Management Office, which seeks to enable delivery of:
- Cashable savings
  - Improved services
  - Enabling technology
  - Wider benefits such as non-cashable efficiency savings and risk mitigation
- 1.5** The deliverables will lead to transformational change and assist in the realisation of the objectives of the Police and Crime Plans for both Norfolk and Suffolk.

## **2 Introduction**

- 2.1** This report provides an update on the ongoing collaborative work in Norfolk, primarily in relation to the preferred partnership with Suffolk Constabulary but also linked to wider workstreams at a regional and then national level.
- 2.2** As an introduction, noted below are some of the key organisational wide strategic pieces of work that have /or are about to conclude in relation to Outcome Based Budgeting and the Digital Strategy.
- 2.3** Work is underway to refresh and update Force Management Statements (FMS) across both Norfolk and Suffolk. A document is produced for each Force and is used to examine demand and risk impact on FMS outcomes. The document is templated and overseen by HMICFRS who use the information to help inform the inspection programme. Once this document is completed it will also be used to assist the Service and Financial Planning (OBB) process for FY2023-24, FY2024-25.
- 2.4** Work continues to be explored and refined around the third and final year of the Government's Uplift Programme to recruit an additional 20,000 police officers nationally.
- 2.5** A refined local Digital Strategy 2021–2026 (delivering alongside Suffolk as part of the preferred partnership approach) was presented to Chief Officers at September 2021 JCOT meeting. The digital landscape and the current acceleration in the use, adoption and evolution of digital applications across policing and wider society has had a profound impact on public expectations, deliverables and engagement.

The Digital Strategy will ensure alignment with the wider NPCC National Digital Policing Strategy and ensure that the investments made consider the benefits to improve service, create efficiencies and deliver on improved outcomes for victims of crime. Updates on progress and improvements are provided to JCOT meetings and the wider organisation through regular internal communications.

## **3 National Update**

- 3.1** The Policing Vision 2025, set by the National Police Chiefs Council, details the plan for the next four years - in terms of how the vision should shape decisions around transformation, using resources to help keep people safe and provide an effective, accessible and value for money service.

**3.2** The National Police Technology Council has been commissioned by the National Police Chiefs Council and the Association of Police and Crime Commissioners to work on common operating standards and procurement of police technology.

**3.3** Several projects have been initiated within the National Policing Technology Programme - updates on some of the more developed projects are noted below, highlighting any impact on Norfolk Constabulary:

**3.4 Home Office Programmes:**

**3.4.1 Emergency Services Mobile Communications Programme (ESMCP)**

The aim of which is to replace the existing Airwave radio system and deliver a flexible communication system that can be used by all emergency services.

**Current progress at a national level** – The Police Service continues to work in conjunction with the Home Office and other emergency services to prepare for ESMCP, to ensure delivery of a fast, safe and secure critical communication solution. There will be dual running of the current Airwave product alongside ESMCP services to ensure above all, that the technology continues to provide a safe environment for our staff to work. It is currently anticipated that the existing Airwave service will be switched off nationally by December 2026.

**Current progress at a local level** – Regional meetings continue and the temporary Regional Delivery Team are working together to support the local force change leads and manage the transfer from legacy Airwave technology to the new Emergency Services Network (ESN). Numerous work packages are being undertaken at a local and regional level including mapping current processes and assessing force mobilisation readiness to ensure resources are in place for onboarding in alignment with the national programme.

The MTFP (2022/23 to 2025/26) is reflecting costs for ESN in the region of £5.7M for Norfolk, however these costs are subject to change (and revised phasing) based on the most recent national models which are currently being reviewed.

**3.5 Digital Policing Portfolio:**

**3.5.1 National Policing Digital Strategy**

Police Digital Services (PDS) is driving delivery of the National Policing Digital Strategy working with forces and national partners, with an aspiration that by 2030 the PDS will deliver the capabilities to fully exploit data and technology to create a more digitally enhanced police service, exploiting data for informed and improved decision making; stronger operational effectiveness; better safeguarding and protecting the public.

### **3.5.2 National Enabling Programme (NEP)**

This Home Office led project objective was to build on current collaboration to provide a national and standardised cloud-based digital platform that delivers applications at a reduced cost. The Programme will formally close at the end of March 2022, although work is underway to establish and develop the services that PDS will continue to deliver to Policing to maintain the significant progress achieved to date.

### **3.5.3 Video Enabled Policing (VEP)**

Scoping is ongoing to consider transforming how Police Officers conduct interviews and provide witness evidence in court through collaboration with HMCTS and CPS, creating capacity for Witness Care Officers to focus on providing more support to victims and witnesses.

### **3.5.4 Digital Public Contact**

The Single Online Home (SOH) will provide a common IT platform that allows the public to report, transact and self-help through a common website design, enabling a consistent way of engaging with their local force and accessing police services online

**Current Progress at a national level** - All 43 forces have been asked to sign up to a “Statement of Intent”, 41 forces have confirmed their intent to do so. Digital Public Contact nationally has seen significant delivery and growth of SOH public reach and rollout of new planned and responsive services for the public and policing such as: Online Crime Reporting (OCR); Anti-Social Behaviour Reporting (ASB) and new high-harm/complexity services such as Domestic Abuse and Missing Persons.

**Current Progress at a local level** – Norfolk (and Suffolk) have signed the “Statement of Intent” and a Section 22a Collaboration Agreement to move towards the SOH product. The decision taken in January 2020 to delay the transition to the Single Online Home

platform for Norfolk and Suffolk still stands whilst the Constabularies continue to explore options around alternatives to public engagement.

### **3.6 Other Programmes:**

#### **3.6.1 Policing Education Qualifications Framework (PEQF)**

The PEQF aims to bring consistent practice in terms of implementation, assessment and accreditation of initial police training across all 43 Forces in England and Wales. Regionally we are working with Anglia Ruskin University as the preferred Higher Education Institute. The programme goes live in April 2022.

#### **3.6.2 National Law Enforcement Data Programme (NLEDP)**

The National Law Enforcement Data Programme will enable a consolidated view of national and local intelligence, ensuring efficient and intuitive access to the correct data to deliver a joined-up service, helping to prevent crime and protect the public.

**Current Progress at a national level** – The programme currently has six LEADS products underway at various stages of development and the Business Case will continue to be subject to a six-monthly review cycle. Products within NLEADS will be delivered iteratively across the life of the programme. An upgrade in 2022 to the PNC mainframe will further extend the life of the product to December 2025.

**Current Progress at a local level** – Following a pause, the project will again be re-energised locally through alignment of resources for delivery. There are some key interdependencies between the NLEDP programme and the locally owned Joiners Movers Leavers (JML) programme.

## **4 Regional Update**

**4.1** With effect from 1<sup>st</sup> April 2022 the 7 Force Strategic Collaboration Programme will cease and a new 7 Force Network will be formed, managing the remaining projects of 7Force ESMCP at section 3.4.1; 7Force Case Management System at section 4.2; and 5Force DAMS at section 4.3.

### **4.2 Forensics**

The Transforming Forensics programme is a national programme that released a business case in 2017 and a prospectus in 2018 to create a Forensics Capability

Network (FCN) for advanced and coordinated capabilities, products and services to meet the changing needs of policing and the public. The decision made by the 7Forces was not to subscribe to the FCN at this time, but to remain open to the potential for future membership and continue to engage with the Transforming Forensics Programme.

The 7Force Programme continue to oversee the replacement Forensics Case Management System and following successful User Acceptance Testing has aspirations for a go-live planned to commence Autumn 2022, with the region being in business-as-usual on a cloud hosted system by the end of March 2023. The service improvement will be clarified from the benefits identified.

### **4.3 Digital Asset Management System (DAMS)**

All Forces must have a solution for sharing digital media with the Crown Prosecution Service. Following agreement for the move forward as a 5F project in November 2021, a detailed discovery phase and implementation planning is ongoing with an anticipated delivery of September 2023. The Business Transformation Manager in the Norfolk and Suffolk Digital Team will develop and expand the digital media environments to manage the local integration of systems.

## **5 Local (Norfolk/Suffolk) Update**

- 5.1** Work continues on both the joint (Norfolk / Suffolk) and Norfolk only change projects. The current Norfolk Horizons Programme of work focusses on how to deliver services to communities over the next few years and beyond, building a scalable, adaptable policing model capable of delivering the best service we can with the money we have.

Workstreams include the build and transition to the Eastern Investigations Hub, continued development of the Police Digital Investigation team, exploration of Drones usage and capabilities and integration of the new Police Education Qualification Framework.

Due to the interdependencies across policing functions it remains important to have a clear oversight of the overall programme of work and the capacity to be able to deliver. Detailed below are a selection of the key projects which are being progressed jointly:

## **5.2 Joint Business Support**

- 5.2.1** The aim of this work is to consider wider re-organisation of the joint business support functions across both Norfolk and Suffolk such as: Finance, HR, ICT, Strategic Business and Operational Services. The review will look to enable streamlined processes, removing duplication and improving demand management through the use of enabling technology and structural change.
- 5.2.2** The People Transformation project is ongoing with a number of key sub-projects, specifically within HR and L&D and supporting interdependent work on the Joiners, Movers, Leavers (JML) programme (section 5.2.4).
- 5.2.3** The Joint Modern Workplace programme has progressed from the phase 1 pilot and phase 2 and phase 3 of the programme are now in progress to review, assess and realign resources and capabilities to meet demands for both now and for the future. Governance boards chaired by the Assistant Chief Officers (ACOs) oversee the implementation of the programme and over the next two-three years will see improved flexibility and agility in the way we work. Ongoing workstreams include reviewing flexible working arrangements versus permanent on-site working that will link-in to the longer term estates strategy.
- 5.2.4** The J.M.L (Joiners; Movers; Leavers) Programme has focus on process re-engineering within Norfolk (and Suffolk) for staff and officers, from joining the organisations through to leaving, and all career/role moves in between.

With the centralisation of recruitment for both Police Officers and Police Staff, the JML programme are delivering an 'e-Recruitment' system to replace the current manual operation in place, to exploit and interface with current technology and realise benefits in efficiency gains with a streamlined automated process and improved customer experience.

The programme will also incorporate projects to develop and consider Role Based Access (RBA) requirements, identify quick wins and fault repair, and drive data quality improvements.

- 5.2.5** An electronic PDR system will be available from April 2022 enabling greater management information regarding the completion rates of PDRs and recording the development aspirations of both staff and officers. Independent to the e-PDR project but

being nationally driven, changes are being made to the ERP system to allow monitoring of any pay progression as part of the wider work around people transformation.

**5.2.6** Following the successful delivery of the Driver Skills Management System, a Business Case is in progress to consider further options and systems to join together training competencies with operational use; behaviour and/or standards; to manage data integrity, realise skill accreditation and training efficiencies whilst demonstrating compliance. This project is planned for wider roll out over the next 2 years.

### **5.3 Joint Justice Services**

**5.3.1** There are a number of projects currently in progress across the Joint Justice Services Command. Work continues locally to consider the adaptation of justice services and reviews continue across Norfolk and Suffolk regarding the use of technology to continue delivering these services across several of our justice service partners.

**5.3.2** National Digital Case File (DCF) project seeks to digitise and rationalise the production and sharing of case files across agencies, with an improvement in file quality. Locally this requires a substantial upgrade and redesign of the Athena system allowing for direct interaction with CPS and Crown Prosecutors. A governance board has been established and a project team is developing this workstream to ensure readiness for go-live and realisation of benefits.

**5.3.3** The Out of Court Disposals pilot will see phase 2 commencing early March 2022 across a number of command areas in both Norfolk and Suffolk. Analysis from phase 1 has been fed back into the training package and the project continues to test and learn from processes with the aim to scope and develop the two tier Out of Court Disposals (O OCD) framework aligning to the National Policing Vision 2025. The critical success factors include better outcomes for victims, reduced reoffending and a greater focus on offender rehabilitation and victim reparation.

**5.3.4** HM Courts and Tribunal Service roll out of the new IT system 'Common Platform' to all Magistrates and Crown Courts has seen a local policing implementation team established in each force to deliver the change. HMCTS took a view to pause further go-live dates to learn from earlier roll-out experiences to ensure the platform is performing as expected before adding more courts, and has already seen significantly improved performance and stability. Resuming the national rollout remains dependent



on a significant period of performance stability and a revised go live date for Norfolk (and Suffolk) will be communicated in due course.

#### **5.4 Joint Protective Services**

- 5.4.1** Several projects and reviews are being undertaken within the command, some of the more developed projects are noted below:
- 5.4.2** A project has been set up to consider the impact coming from the International Organisation for Standardisation (ISO) accreditation. The Forensic Service Regulator (FSR) has set a Code of Practice by which the organisation must comply. This code is aimed at all services that provide forensic science services to the Criminal Justice system.
- 5.4.3** To comply with ISO accreditation for Fire Investigations, following consultation with both Norfolk and Suffolk Constabularies and Fire and Rescue Services, a blended approach of increasing internal capability with support from an external provider is the preferred solution for Norfolk (and Suffolk). Continued engagement with the external provider, Prometheus, will ensure they remain on track to achieve ISO accreditation by October 2023.
- 5.4.4** A new project has been commissioned to scope compliance with ISO accreditation imposed on the Sexual Assault Referral Centres (SARC) in Norfolk (and Suffolk) and although in early days of scoping, readiness for accreditation is on a shortened timescale and will be prioritised against other projects accordingly.
- 5.4.5** A review of Digital Forensics has been agreed to be supported with project management and subject matter experts to explore the capacity and capabilities with regards to the seizure, storage, extraction, analysis and retention of digital devices.
- 5.4.6** A strategic review of Conducted Energy Devices (Taser) has been agreed to consider the future governance, budget, management of devices, training and qualifications. A Business case will be presented to Chief Officers in due course.

## **5.5 Other joint reviews**

**5.5.1** Other reviews being conducted across the joint space to consider the operating models and skillsets required are progressing in the following areas:

**5.5.2** OPTIK mobile workflow solution re-launch is planned for Spring 2022 with upgraded training packages and communications to further increase usage in both Suffolk and Norfolk. OPTIK continues to be enhanced with additional modules including development of a Domestic Abuse Response module incorporating risk assessments and MSWindows version for CCR users improving reporting and resolution of domestic abuse incidents.

**5.5.3** A review of Data Quality across both organisations is being progressed and a dedicated programme has been established to provide and improve confidence and assurance that information is created, handled and managed appropriately. Organisational wide options for provision of improved data quality standards maximising processes, systems and technology will be scoped, designed and delivered to maximise compliance with four core data quality principles: Accuracy, Appropriateness, Relevance and Timeliness.

## **6 Future Plans**

**6.1** Significant pieces of work will flow from the programmes already in progress leading to new challenges with a focus to ensure we maintain management oversight and awareness of individuals' wellbeing, giving consideration to how these changes can help improve recruitment and attraction opportunities, review how training is carried out, improve engagement with other agencies, and to consider our carbon footprint both in terms of travel requirements and estates.

A significant piece of work in relation to automation and process maturity is also in the early stages of discovery and scoping.

## **7 Governance Update**

**7.1** A Section 22A Collaboration Agreement is a legal framework for collaboration in emergency services. It sets out how the parties will work together for greater efficiency and effectiveness of service. It determines the collaboration in terms of governance, financial arrangements, audit and inspection, direction, command and control.

- 7.2** There are a number of Collaboration Agreements that operate across Norfolk Constabulary operating at national, regional and local levels.
- 7.3** The local agreements primarily cover collaboration between business support areas with larger “umbrella” style agreements for Protective Services and Justice Services.
- 7.4** The following agreements are due for renewal in 2022, reports and decision papers will be prepared and circulated soonest:
- People Directorate (formerly Human resources)
  - Royalty & VIP Protection
  - Joint Justice Services
  - Corporate Communications

## **8 Central Policy Unit**

- 8.1** The Central Policy Unit is responsible for developing, reviewing and managing all Norfolk and Suffolk Constabularies’ policies and procedures, ensuring they are kept up to date and reflect current legislation, best practice and Authorised Professional Practice (APP) as dictated through the College of Policing.
- 8.2** All force policies are subject to a periodic process of rigorous consultation, across and outside of the organisation, before sign-off by Chief Officers. This ensures proper scrutiny by a wide cross-section of officers, staff and the communities we serve.
- 8.3** The Constabularies’ policies and procedures are binding on all members of the organisations. Adherence ensures consistency of approach and reassurance and transparency to the workforce and the general public.
- 8.4** The policy library comprises 184 ‘live’ joint Norfolk and Suffolk policies, a further 25 are Norfolk only and there are 7 7Force/regional policies in progress.
- 8.5** An internal audit review of policies and procedures took place in February 2022 which resulted in an overall assessment of ‘Substantial Assurance’ being awarded.

**END.**