

PCC ACCOUNTABILITY MEETING

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

**Tuesday 16th August 2022 at 10:00am –
12:30pm**

**To be conducted at Breckland Council
Offices in Dereham**

A G E N D A

Item	Time	Agenda Item	Page Number
1.	10:00am	Attendance and Apologies for Absence	
2.		Declarations of Personal and/or Prejudicial Interests	
3.		To confirm the minutes and actions of the meeting held on the 3rd May 2022	Page 4
4.	10:10am	PAM Public Questions	Verbal Update
5.	10:30am	Police, Crime & Community Safety Plan 2022-24: 'Sustain Norfolk Constabulary'	Page 15
6.	10:45am	Police, Crime & Community Safety Plan 2022-24: 'Visible and Trusted Policing'	Page 28
7.	11:00am	Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'	Page 38
	11:15am	Short refreshment break if required	
8.	11:30am	Police, Crime & Community Safety Plan 2022-24: 'Prevent Offending'	Page 47
9.	11:45am	Police, Crime & Community Safety Plan 2022-24: 'Support Victims'	Page 59
10.	12:00pm	Police, Crime & Community Safety Plan 2022-24: 'Safer and Stronger Communities'	Page 68
11.	12:15pm	Emerging Operational/Organisational Risks	Verbal Update
12.	12:30pm	AOB	

13.	<p><u>Date of Next Estates Governance Board Meeting:</u> Tuesday 23rd August 2022 from 10:00am – 12:00pm</p> <p><u>Date of Next Strategic Governance Board Meeting:</u> Tuesday 27th September 2022 from 10:00am – 12:00pm</p> <p><u>Date of Next PCC Accountability Meeting:</u> Tuesday 25th October 2022 from 10:30am – 1:00pm</p>
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Enquiries to:

OPCCN

Building 1, Jubilee House,

Falconers Chase, Wymondham, Norfolk, NR18 0WW

Direct Dial: 01953 424455

Email: opccn@norfolk.pnn.police.uk

如果您希望把这份资料翻译为国语，请致电01953 424455或发电子邮件至：

opccn@norfolk.pnn.police.uk 联系诺福克警察和犯罪事务专员办公室。

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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

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

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**MINUTES OF THE PCC ACCOUNTABILITY MEETING
HELD ON TUESDAY 3RD MAY 2022 AT 2:00 P.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	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
Mr D Burke	Inspector, Norfolk Constabulary
Ms N Atter	Corporate News Manager, Norfolk Constabulary
Mr J Stone	Performance and Scrutiny Manager, OPCCN
Ms H Johns	Communications Manager, OPCCN
Ms S Starling	Communications Officer, OPCCN
Mr J Mann	Business Support Officer, OPCCN

Apologies for absence:

Mr E Bridger	Temporary Assistant Chief Constable, Norfolk Constabulary
Ms S Lister	Director of Performance and Scrutiny, OPCCN
Dr G Thompson	Director of Policy, Commissioning and Communications, OPCCN

Before addressing the agenda items, the PCC advised that it was his intent for the next PCC Accountability Meeting to be held in a physical setting rather than virtually over Microsoft Teams. This meeting was recorded and a video can be found on the Office of the Police and Crime Commissioner's website.

2. Declarations of Personal and/or Prejudicial Interests

There were none received.

3. To Confirm the Minutes of the Meeting Held on the 26th January 2022

The minutes were confirmed with the following updates:

Action #61 – Special Constables and Rural Policing

- The PCC received the briefing and is content. The Constabulary reviewed the data and could advise that there had been an increase in the hours spent by Special Constables supporting rural communities, rather than a decrease. This data can be found in the Appendix at the end of the minutes.

4. PAM Public Questions

The PCC stated that there were eight submissions received by members of the public. Two submitted questions asked for facts and figures and so should be relayed to Norfolk Constabulary's Freedom of Information Department. One question asked to speak to the PCC directly around knife crime and so has been advised to attend a 'Time to Talk' session with the PCC. The remaining five submissions were asked at the meeting:

Q1) How many Norfolk Constabulary officers are allocated as part of the uplift allocation and what is the rationale for Roads Policing Officers in Norfolk and how they are used?

- The Chief Constable (CC) stated that 224 officers will be allocated in Norfolk Constabulary as part of the uplift. All forces are required to allocate a proportion of the uplift in officers to regional crime units. For Norfolk, 26 officers will go to the Eastern Region Specialist Operations Unit. 67 officers will be recruited in year one, 67 in year two and 90 in year three. Norfolk Constabulary have accelerated their recruitment and all required recruitment will be completed by the end of July. The Home Office recognises that the increase in officer numbers will require additional staff to assist. Funding has helped to increase provisions for recruiting staff and purchasing the kit, including in Learning and Development and the development of a new training centre at Hethersett Old Hall School.
- The CC stated that the Constabulary relies on statistics to allocate officers to roads policing. He added that this was a key topic in the road safety conference held

recently. Further to this, road safety is helped through means such as education, road design and the safety camera partnership. The CC is satisfied with roads policing resources as part of a broad range of tactics to deliver road safety. The Constabulary will continue to review data to ensure the right number of officers are deployed in this area.

Q2) 'I leave for work around 5 am every Saturday and Sunday and live in Prince of Wales Road.

Why is there not a police presence at this time?

I have been told this is the time of a shift change.

I have witnessed running battles up and down the street frequently.

No police around?'

- The CC stated that all deployments were assessed based on risk. Excluding Special Constables, Norfolk Constabulary deploys around 27 officers for Prince of Wales Road on a Saturday night and an Inspector will determine how long they stay for based on dynamic information received. The CC added that most premises in the night-time economy are shut at 4am and mainly only places serving food are still open beyond this. He added that there had been no reduction in numbers in officers deployed, apart from during the Covid-19 pandemic. The Constabulary continues to work with partners and businesses to aim to reduce any criminal activity in the area.

Q3) '1) With the fact that all the police stations around Norfolk appear to be closed where should members of the public (especially vulnerable women) head to if out and feel threatened or in danger?

2) 30 years ago we had local stations and local police, we are paying more and more and yet it appears we are getting less and less, if we are a victim of crime we get a letter rather than a police officer

3) What are you doing to improve police presence and to reassure the general public regarding safety and security, you cannot rely on security alarms to do the job of the police.'

- The CC advised that there is Police Public Enquiry Offices in Norwich, Wymondham, Kings' Lynn and Great Yarmouth for public access and there are no plans to change opening hours of these buildings. The CC stated that outside the majority of police stations there are yellow phones with a direct line into the Control Room outside of the buildings and in addition to this police officers may well still be inside on duty if someone is looking for a place of safety.
- The CC advised that if anyone is ever in immediate danger, need help from the police immediately or a crime is in progress then please call 999; however, he added that Norfolk was a safe county. Norfolk Constabulary has a role to play in reducing crime through regular patrol and one of the initiatives to help is called 'Street Safe', a website run by police.uk. The website includes a map which members of the public can click on and submit areas where they do not feel safe. The police can then use this data alongside police data to inform patrols of areas and so far this has been effective, which the PCC validated.

Q4) 'I would like to know what if any the plans are for reducing speeding across the roads in Downham Market particularly Lynn Road and also people not stopping or even noticing zebra crossings when it's school time, reducing drug drivers being able to drive whilst under the influence, antisocial behaviour perhaps by increasing police presence at the cricket ground where young people hang around after dark in the park and other hot spots for this.'

- The CC stated that he would relay this information to the local policing team in Downham Market. He added that he would encourage members of the public to report incidents like this through the Norfolk Constabulary website and contact their local Neighbourhood Policing Team. In addition to this he mentioned that Downham Market does not have a SpeedWatch team, and so he would encourage anyone who is concerned with speeding in this area to help assist. The CC advised that the Operation Moonshot team has dedicated officers based in Downham Market and have successfully arrested 57 drug drivers in the last twelve months.

Q5) 'I would like to ask a question about mini motorbikes. I am aware of a huge increase of concerned residents in King's Lynn about the number of mini motorbikes using pedestrian path and cycle ways. What more can be done to prevent this dangerous menace? I am aware of several near misses on Spring Lane, Gaywood.'

- The CC stated that the local policing team was aware of increased usage of mini motorbikes in and around the town. There has been an operation to assist with dealing with this and is supported by the Roads Policing Team and seizing equipment where possible. The CC said that he would advise ringing 101 to report instances or call 999 if in immediate danger.

The PCC asked an additional question relating to an article in the Mail on Sunday outlining police use of an information document on gender and sexual identification. The PCC queried what costs have been incurred to generate this document.

- The CC stated that there had been no cost incurred for the product, stated that questions had been asked from a journalist in the form of a Freedom of Information request (FOI) and the Constabulary sent a response. The Constabulary were contacted again and were not given enough time to formulate a reply before the newspaper ran a story about the document. The CC wanted to explain that the product was downloaded from the internet and included a reference guide on the growing number of terms used to describe gender and sexuality for officers should they wish to view it. The CC suggested that the cost for dealing with this FOI request far exceeded that of the time it took to download the product. The PCC queried if this product was included alongside many others on the police intranet. The CC agreed and stated that the police intranet is full of guidance documents and information which is readily accessible for officers and staff as a reference.

5. 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 2021/22 budget monitoring report.

The key points discussed were as follows:

The ACO stated that the Constabulary is forecasting an underspend of £573k, which accounts for 0.2% of the Constabulary budget. This was mainly due to pay related costs through staff vacancies and income recovery from mutual aid. In addition to this, the Constabulary has experienced a slippage of schemes to around £5.3m in the budget due to Brexit and the conflict in Ukraine increasing times of new police cars and the delay for some ICT schemes. The funding is still there to be allocated for this, but it will instead be paid in the next financial year. The PCC questioned the £310k underspend of staff vacancies outlined in the report and asked how many vacancies the Constabulary currently has and if this impacted the service. The ACO stated that Norfolk Constabulary was currently at a 6.8% vacancy factor with the Constabulary actively recruiting for all available posts, which is higher than average and presents some challenges. He added that different approaches to recruitment have been taken to obtain a better pool of candidates for each role.

The PCC queried the Hethersett Old Hall School refurbishment and asked how the site was being used for training of new officers. The ACO stated that there is an ongoing business case which is in line with the investment for year two of the development. There is an on-site office for staff and ten classrooms for officers. Further to this there is a specialist ICT training room, scenario-based rooms, halls for fitness training and a custody training centre. The ACO added that the Constabulary would be setting up a room for drone training and for additional events and conference rooms. The Constabulary were on track to deliver this and the utilisation of the site has been good.

The PCC queried the drop out rate for training of student officers. The ACO stated it was quite low and the CC added that Norfolk Constabulary monitors its attrition rates and can advise that they are below the national average. The Deputy Chief Constable (DCC) stated that people who drop out may not be right for the service, so attrition rates are not necessarily a negative.

The PCC questioned the small decreases in all reported areas of the public perceptions survey, specifically confidence in policing and people not believing police understand the issues affecting their communities. The Assistant Chief Constable (ACC) stated that police communication will affect peoples' perceptions of policing and added that these were small decreases for strong ratings. Public perception will also be affected by local and national news on policing and not just news on Norfolk Constabulary, but he aimed to keep members of the public informed about the good work done by Norfolk Constabulary. The ACC advised that the Constabulary had recently recruited local community engagement officers which will help with communications with the public. In addition to this there is a scheme called 'Street Safe' which the public can use to help inform police as to which areas they do not feel safe. The Safer Neighbourhood Action Panels (SNAPs) will allow the public to be more

involved with policing which will allow the police to set their local priorities. The ACC explained that officers are engaging with members of the public through the 'Park, Walk and Talk' scheme to engage and explain what they are doing locally. The ACC raised the Constabulary Code of Ethics and Stop Search refresher training for officers in order to drive better performance in respect of the survey results.

6. Police and Crime Plan Theme: 'Support Victims and Reduce Vulnerability'

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

The key points discussed were as follows:

The ACC stated that domestic abuse accounts for one in four victim-based crimes recorded by Norfolk Constabulary. The Constabulary seeks to improve its support to victims of domestic abuse and want to ensure a holistic approach. The Constabulary and the Office of the Police and Crime Commissioner for Norfolk have jointly funded the Domestic Abuse Perpetrator Partnership Approach (DAPPA) which offers a service to target perpetrators of domestic abuse and uses a risk-based scoring assessment to target behaviour of the person. All positions have been recruited and the information sharing agreement with all partner agencies has been completed. The ACC stated that around 50 perpetrators have been identified and the majority of work has been completed in Norwich. In addition, 62 people are being monitored but they are looking to extend to a full county-wide accessible service. He added that there is currently one individual going through the change programme and learnings have been identified.

The PCC asked if the perpetrators need to be willing to attend or can the courts direct people to attend as part of their rehabilitation. The ACC stated that the Constabulary are finding that individuals will not always live in Norwich and therefore do not want to travel to complete the programme. The Constabulary are therefore recruiting two posts that will be able to assist with this issue as the programme will be able to be completed anywhere in the county. The ACC explained that the perpetrator will be more likely to reform if voluntarily attending the course but will keep this under review. The ACC advised that the pilot needed to develop before any further decisions are made.

7. Police and Crime Plan Theme: 'Deliver a Modern and Innovative Service'

The Deputy Chief Constable (DCC) presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority Six of the Police and Crime Plan.

The key points discussed were as follows:

The DCC stated that the role of the Control Room in the Constabulary was to handle the high volume of calls Norfolk Constabulary receive, with a focus on 999 calls and then 101. There is a Constabulary switchboard which will deal with most initial calls and filters those calls that require another service, or can be dealt with through another means such as the Constabulary website or deal with them at source so they do not need to be passed to a call handler. The DCC stated that he ensures that there is enough staff in the Control Room to be able to take calls and Norfolk Constabulary has invested in a new system that can use data to map and assess where there is the most demand in calls. In addition to this the Operation Solve team are taking some demand away from the Control Room and the Constabulary will continually look at additional technology to ensure processes are as efficient as possible.

The PCC asked if the majority of calls coming into the Control Room can be dealt with without a deployment of an officer as many calls were not for police to handle. The DCC stated that some calls are appropriate as some are asking for information which can be redirected by the switchboard as appropriate. If someone is at risk then police will deploy officers, most likely with blue lights. Norfolk Constabulary faces issues if other organisations and agencies are not accessible as members of the public will come to the police if they cannot access another service.

8. Emergency Services Collaboration Group Update

The PCC stated that the police have a statutory obligation to collaborate with other emergency service partners. The CC stated that Norfolk Constabulary had a strong collaboration with Suffolk Constabulary and other local, regional and national organisations. The CC announced that in total Norfolk and Suffolk Constabularies had made combined savings of around £44.8m. He added that collaboration was consistent and two teams were established which enabled changes to be made both locally and nationally, with the Home Office directing change for some police forces too. The CC stated that there are many national change programmes which Norfolk Constabulary will partake in and may require an investment from the Constabulary as part of its financial planning. The Police Education Qualifications Framework went live in Norfolk in April with the first new students joining the Constabulary after taking their studies. The CC added that this was progressing very well.

The PCC questioned if the Constabulary had any controls over the national programmes. The CC advised that it is provided by the national structure and any concerns can be raised at the National Police Chiefs' Council. The PCC queried if this would potentially add to cost pressures already seen by the Constabulary through the spending review. The CC stated that it would alongside other cost pressures such as inflation. He added that he was monitoring this closely and managing risks effectively, especially with legacy systems.

9. Emerging Operational/Organisational Risks

The CC advised that the Constabulary was currently entering into a busy period but he was pleased with the response from officers and staff to the recent bank holiday weekends. The Constabulary dealt with significant incidents over this time but dealt with these well.

The PCC questioned if mental health was a current issue for the Constabulary and if the Care Quality Commission (CQC) report into the Norfolk and Suffolk Mental Health Trust added to concerns. The CC stated that he regularly finds that officers are dealing with people in crisis when policing may not be the most appropriate agency to deal with these people. This was increasing the demand on Norfolk Constabulary year-on-year alongside an increase in suicide rates which are above the regional and national levels. He explained that mental health demand took officers away from core policing functions and although the Constabulary was ready to assist the Trust, they do not have the resources to cover demand. The ACC stated that he sits on a group that oversees demand on all areas relating to mental health. He explained that partners come together to aim to improve service and he links back with the dedicated Inspector for dealing with day-to-day mental health issues. The ACC said the Trust has a plan, but it would be inappropriate to comment any further on the CQC report. The PCC stated that he was also ready to support the Trust in any way he could.

10. AOB

An outstanding action from the previous meeting was discussed (see agenda item #3).

11. Date of Next Meeting

Tuesday 2nd August 2022 from 10:30am – 1:00pm.



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Giles Orpen-Smellie
Police and Crime Commissioner



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Paul Sanford
Chief Constable

APPENDIX

UPDATE PAM ACTION #61 - Written Submission to PCC - Special Constables ACC Nick Davison to provide the PCC with a written submission on the number of hours spent by Special Constables tackling rural and urban crimes over the past year and previous year.

Introduction

At the Police Accountability Meeting in January 2022 the Constabulary presented a paper around Priority 2 of the then current Police and Crime Plan which contained the below data table.

Area	Indicator	COUNTY		
		Last 12 months	Long Term Averages (3yrs)	Difference
Support Rural Communities	Number of subscribers to Operation Randall Newsletter	1141	2613*	-56.3%
	Number of hours spent on rural policing by Special Constabulary	307	976	-68.5%
	% of rural emergencies responded to within target time	86.3%	87.7%	-1.4 p.pt

A discussion took place around the 68.5% reduction statistic which represented the apparent decline in special constable hours spent on rural policing.

ACC Davison expressed a concern that he would like to review the recording mechanism for the data as he was not sure it represented the correct picture.

Since then, there has been several meetings between the Community Safety Team and Strategic Business Operational Services (SBOS) to review the matter.

Background

When the original Police and Crime Plan was developed, collection mechanisms were generated to calculate the performance metrics. In this instance for this statistic the data

was recovered from the electronic duty management system used by special constables to record their hours. Part of that entry was the inputter identifying a primary deployment type. The data set used across the then current Police and Crime Plan captured those deployments of special constables working alongside the Community Safety Departments Operational Unit undertaking rural policing. This is what has been reported on since the start of the plan. The relevant special constable would record their commitment under the “rural” heading within the database.

The Issue

Over the period a number of those specials supporting the Community Safety Team have also trained as drone pilots. This has led to those officers then recording their primary deployment type under the drone classification. The deployment objectives though for those officers remained the same and that the simple addition was they were patrolling with a drone capability. The impact of this deviation was not recognised and has therefore affected the statistic reported under Priority 2 of the Police and Crime Plan.

The glitch was identified during the Constabulary preparation for the January PCC Accountability Meeting by the Head of Community Safety who reported their concerns to ACC Davison.

Conclusion

The Community Safety and SBOS meetings have finalised the new collection method for the data so that it will accurately reflect into this year’s annual report on the police and crime plan when it is produced.

In addition, SBOS has recalculated the data for the January 2022 report using the new methodology and for the same period as the old report. The Constabulary can update on the number of hours spent by the special constables on rural policing -

- The last twelve-month statistic has increased from 307 hours to 2,482 hours.
- The three-year average statistic has increased from 976 hours a year to 1,697 hours.
- The Constabulary notes that the percentage increase between the last twelve months and the three-year average is a positive 46.2%.

Additional

The Constabulary would also like to set out a simple extract from the Special Constabulary duty management system that shows what a significant support their volunteering offers to operational policing across the county.

See chart below –

Description	Jan – Dec 2021	Apr – Mar 21/22
Hours	41162	41338
Duties	5843	6114
Incidents Attended	6720	6283
Arrests	213	225
Assisting in Arrests	617	608
Drug Seizures	91	81
Domestic Violence Risk Assessment processes completed	178	170
Covid Advice Given	407	35
Covid FPN	74	0
Missing Person Searches	460	447
Roadside Negative Breath Tests administered	403	434
Roadside Positive Breath tests administered	41	39
Attending and managing sudden death reports	59	60

End.



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – August 2022

SUBJECT: Constabulary Update on Pillar 1 (Sustain Norfolk Constabulary) of the Police and Crime plan

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

RECOMMENDATION:

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

PILLAR 1 SUSTAIN NORFOLK CONSTABULARY

(1) Maintaining an Effective and Efficient Policing Service

1.1 This report is the financial outturn summary for 2021/22. The total Group Revenue Budget has an underspend of £0.387m (0.21% of net revenue budget).

1.2 The high-level summary is as follows:

	Budget	Outturn	Over(-)/Under spend	
	2021/22		£000	%
	£000	£000	£000	%
Officer of the Police and Crime Commissioner	1,098	1,058	41	3.71%
PCC Commissioning	1,708	1,288	420	24.60%
Transfer from reserves	(502)	(82)	(420)	83.67%
PCC Commissioning (net)	1,206	1,206	0	(0.04%)
Safecam	0	(2)	2	
Transfer to reserves	0	2	(2)	
Safecam (net)	0	0	0	
Chief Constable Operational Spending (including capital financing)	193,330	192,983	346	0.18%
Contribution to Reserves	1,646	1,646	0	0.00%
Specific Home Office Grants	(14,224)	(14,224)	0	0.00%
Total	183,056	182,669	387	0.21%

1.3 The approved movements in reserves to balance the final underspend of £0.387m is:-

	£000
Transfer to PCC Reserve	41
Transfer to Budget Support Reserve	246
Transfer to General Reserve	100
Total	387

1.4 The Constabulary Revenue Budget outturn is an underspend of £0.346m at the year-end. The main variances are provided in the following table:

	Budget	Full Year	Over (-)
	2021/22	Forecast	/ Under
	£000	£000	Spend
			£000
Pay Related Costs	156,578	156,306	272
Other Employee Costs	1,564	1,600	(36)
Property Related Costs	17,118	17,308	(190)
Transport	3,467	3,579	(112)
Supplies and Services	15,008	14,700	307
Third party payments	2,786	2,552	235
Capital Financing	6,451	6,784	(333)
Corporate	120	0	120
Income	(8,232)	(9,263)	1,030
Transfer from Reserves	(1,530)	(582)	(948)
Total	193,330	192,983	346

1.5 A full and comprehensive outturn report explaining these variances has been submitted to the PCC and PCC CFO.

1.6 Capital

1.7 The Capital Budget and outturn is as follows:

	Original Budget	Changes to be approved	Revised Budget	Outturn	Variance
	£m	£m	£m	£m	£m
Slippage from 2020/21	10.065	0	10.065		
Table A – schemes approved for immediate start 1 April 2021	6.536	0	6.536		
Total Capital Programme	16.601	0	16.601	11.154	5.447
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.316	0	3.316		
Total	19.917	0	19.917		

1.8 The outturn at year-end is £11.154m and the underspend is £5.447m. The underspend of £5.4m relates to re-profiling of the Broadland Gate and Norfolk Professional Development Centre schemes (£3.3m), vehicle replacements that are delayed as the lead in time is much longer as a consequence of issues in the supply chain (£0.7m) and ICT schemes that are slipping into next financial year (£1.4m).

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Sustain Norfolk Constabulary	Establishment for Police Officers	1,685	1,611	1,512	4.6%	11.4%
	Police officer strength	1,787	1,675	1,542	6.7%	15.9%
	Establishment for Staff	1,322	1,253	1,166	5.5%	13.4%
	Staff strength	1,287	1,216	1,140	5.8%	12.9%
	% hours lost to sickness for Police Officers	5.3%	4.8%	4.4%	0.5p.p	0.9p.p
	% hours lost to sickness for Staff	5.1%	5.2%	4.4%	-0.1p.p	0.7p.p

Table 1: Establishment, strength and sickness of Police Officers and Staff

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise stated. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

2.1 Overview

2.2 The Constabulary sets out below a summary update on:

- Establishment
- Police Education Qualification Framework (PEQF)
- Wellbeing
- Absence Management

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

2.4 Establishment Update

2.5 For police officers, the constabulary exceeded its establishment target in 2021/2022, having successfully filled its recruitment intakes and welcomed 14 transferees over the year.

2.6 The establishment target for 2022/23 is for continued growth to 1793.44.

2.7 Absence Management Update

2.8 The constabulary did see an increased level of absence over the past 24 months, which is primarily because of the Covid-19 pandemic with a significant peak in March 2022. In line with the national picture, the Constabulary introduced interim guidance on the actions staff should take around Covid infections which ensured early isolation but obviously affected the absence rate. With the lifting of restrictions recent data shows that absence has reverted towards the long-term average position.

2.9 The constabulary continues to actively look to bring officers who cannot temporarily fulfil front line roles back into the workplace and ensure that meaningful work can be undertaken by those with long term restrictions.

2.10 A new reporting process has been introduced (overseen by the Resourcing, Planning and Demand Meeting which is chaired by an Assistant Chief Constable) enabling commanders to have better sight of where these staff are based within the organisation allowing better posting decisions.

2.11 PEQF Recruitment Process

2.12 The Police Education Qualification Framework (PEQF) is the new national officer training programme brought in to ensure those performing this increasingly complex role have the necessary skills and knowledge. The programme has two work streams, those that have a degree study for two years

and gain a diploma, and those without who will complete a three-year degree. Both methods are in effect a mix of dedicated classroom working alongside operational periods, performing the role of an officer. Norfolk Constabulary have partnered along with the other forces in the region with Anglia Ruskin University (ARU) to assist in the delivery of this training.

2.13 From April 2022, all officer intakes follow the PEQF programme. The first intake in April 2022 is 16 students joining, with the next intake of 20 joining on the 6th of June.

2.14 Wellbeing Overview

2.15 The Constabulary has an active Workplace Health, Safety and Wellbeing Team (WHSW). Key events from the last period have included:

- Women's Health Day – Autumn 2021
- Events across Mental Health Awareness Week including inputs from senior officers and the Police and Crime Commissioner.
- Financial Wellbeing events

2.16 Further events are planned for the summer.

2.17 Following the removal of Covid regulations, the team have also been supporting the re-occupancy of the constabulary's stations and offices and revising infection control guidance and procedures policy.

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

3.1 Overview

3.2 The Constabulary runs a number of significant development programmes to ensure its infrastructure and technology matches the requirements for policing. Set out below are short summary updates from the:

- ICT Strategy
- Digital Strategy
- Vehicle Fleet Strategy

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

3.4 Digital Strategy

3.5 The Digital Delivery team have been looking to develop improvements to frontline policing mobility through the “OPTIK” system, enabling officers to react faster to incidents and record information at the first point of contact. Focus has been on usability enhancements, due to be released early summer 2022, and further developments supporting the domestic abuse response for Autumn.

3.6 The team are also looking to introduce efficiencies for back-office functions through a more streamlined approach to reporting and recording the police use of force options and how data on assaults on staff are effectively captured.

3.7 Work remains on-going with regional partners on the development of a digital storage system (called Digital Asset Management System or DAMS) to ensure Norfolk has sufficient capacity to store and audit digital evidence for the foreseeable future.

3.8 Progress continues with regional partners on the design and build of a new forensics case management system.

3.9 ICT Strategy

3.10 The Constabulary ICT department focuses on delivering to established national, regional and local programmes that advance and maintain the various key police ICT infrastructures. In addition, work also is developing to increase the capacity for cloud computing, the automation of processes to remove bureaucracy and the development of analytic products to support the business.

3.11 Key local updates include:

- Completed the ICT installation work around the new conference block at Hethersett Old Hall School as well as finishing the roll out of ICT equipment to the Swaffham hub.
- Equipped a bespoke open plan office zone at OCC as part of the modern work force project.

3.12 Key developments for the next report period are:

- Preparation work for the national implementation of the replacement for the Police National Computer (PNC) with the intention to have this work completed by the end of May 2022
- Anticipated full upgrade of all computer operating systems to ensure continued access to the latest security patches.

3.13 Fleet Strategy update

3.14 The Constabulary has developed a draft transport strategy which is currently out for internal consultation. A key element of this is the future commitment to move to a fleet of ultra-low emission vehicles commencing in 2027 alongside the gradual phasing out of petrol and diesel vehicles by 2033. The aim will be to identify and resource vehicles capable of the operational requirements of the service.

(4) Achieving Best Value from Police and OPCC funding

4.1 Overview

4.2 Below are two short updates that provide a summary of the outcomes of the recent internal audit work undertaken as well as an update on the Constabulary work alongside Her Majesty's Inspector of Constabulary and Fire & Rescue Services (HMICFRS).

4.3 Internal Audit Work

4.4 The internal audit function of the Police and Crime Commissioner and the Chief Constable is delivered under contract by TIAA.

4.5 TIAA has recently issued its Head of Internal Audit Opinion for 2021/22 and has concluded that: *“for the areas reviewed during the year, for the Police and Crime Commissioner for Norfolk and Chief Constable of Norfolk Constabulary, effective risk management, control and governance processes are in place”*.

4.6 Out of 13 audits undertaken in 2021/22 four had substantial assurance, 8 had reasonable assurance and one had limited assurance.

4.7 Internal audit reports are scrutinised at the Norfolk and Suffolk Joint Organisational Board as well as by the Commissioner and Chief Constable's Joint Audit Committee. Progress is monitored against the recommendations and their delivery.

4.8 HMICFRS

4.9 Norfolk Constabulary is subject to continuous inspection by Her Majesty's Inspector of Constabulary and Fire & Rescue Services (HMICFRS).

4.10 In 2019, the force achieved the gradings 'Good' for Effectiveness, 'Outstanding' for Efficiency and 'Good' for Legitimacy.

- 4.11 HMICFRS are due to publish their 2021/22 assessment on Norfolk later this year and will now increase the assessment criteria from 3 gradings to the potential of 12 separate gradings.
- 4.12 Over the past 12 months, HMICFRS have published several National Thematic Reports including Violence Against Women and Girls (VAWG). The force continues to progress actions against these national recommendations.
- 4.13 In May HMICFRS inspected Norfolk's response to Serious and Organised Crime with the results published in December.

(5) Delivering an Effective Estate Management Strategy

5.1 Overview

5.2 The Constabulary will provide an update on:

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

5.3 A new Estates Plan for 2022-2025 has been prepared and this will be published on the Police and Crime Commissioners web site by September 2022.

5.4 Key Estates Projects

5.5 2022/23: Broadland Police Station – New build - Construction works are advancing well on site and are planned to complete mid-September 2022.

5.6 2022/23: Norwich City Police Station – Refurbishment - A Listed Building Planning Application has been submitted to advance the project and architects Chaplin Farrant (of Norwich) are advancing detailed design in readiness for a market tender of the refurbishment work.

5.7 2023/24: North Norwich / South Broadland – Under Review - The availability of sites is being explored for the location of a future new response police station.

5.8 2024/25: Great Yarmouth & Gorleston – Under Review - Future operational needs of the area are under review and the impact of the Great Yarmouth third river crossing will be assessed after opening in early 2023.

5.9 Emergency Services Collaboration on Estates

5.10 Further emergency services collaboration is being progressed with plans advancing for the future site sharing at Acle, Loddon and Sprowston Fire Stations. This will enable Beat Manager Constables to have desk space within a secure environment on the area they police.

5.11 Property Disposal

5.12 Former premises located in North Lynn and Swaffham are ‘*under offer*’ and the sales are with solicitors. The sites at Acle and Sprowston will come to market at the end of 2022. Police land at Stalham is still on the market and the former Holt Police Station will be marketed by August 2022.

5.13 Carbon Reduction

5.14 Carbon Reduction works are planned this year at Aylsham Police Station with additional solar panels being provided. Heating services are being updated and replaced at Harleston, Hunstanton and Long Stratton removing gas / oil and replacing with electric air source heat pumps.

5.15 A new Carbon Reduction Action Plan and Biodiversity Action Plan are currently being developed.

(6) Designing Policing Services to 2030 and Beyond

6.1 Overview

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

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

6.4 Update

6.5 The initial 2030 scoping work is being carried out. A variety of workstreams have been identified and are being discussed with department leads as to their next potential steps.

6.6 The team are also preparing work around a number of projects:

- “Hotspot’s policing” - is where the evidence base suggests that visible foot patrol provided in periods of 15 minutes in clearly targeted areas can reduce

crime without merely displacing it. A pilot is scheduled for Great Yarmouth for the next reporting period. In the meantime, the analysis is being carried out for the other districts in preparedness for further rollout.

- “Operation Discovery” - is a pilot launching in June aimed at improving the timeliness and quality of crime investigations. The initial work will commence in the Kings Lynn and Breckland Districts. The aim is to develop the relevant management information to assist all volume crime investigations county wide and understand where further investment is required to improve speed of victim service.
- “Remote Video Attendance” – is the potential to consider the use of video meetings to deal with a crime complaint. During the period the team have been reviewing the opportunity and building on the work of other forces such as Kent. The intention is to pilot planned video calls to victims of certain crime types. The advantage for the victim is that they can have a “face to face” meeting with an officer at a time that works for them. The advantage to the police is this way of working can provide a speedier service as well as providing a more efficient and potentially greener police response. The business case will be finalised with the intention of launching the pilot in the Autumn.

(7) Continued Collaboration with Other Blue Light Services

7.1 Overview

7.2 Following a business case by the Office of the Police and Crime Commissioner, both Police and Fire in the county have agreed a strategic position that they will voluntarily coordinate where an improvement can be achieved to a service delivered or a saving can be achieved for one or both organisations.

7.3 The Constabulary and Norfolk Fire and Rescue service now share a headquarters premises at Wymondham with the Fire Service stations around the county offering a number of opportunities to co-locate front line or neighbourhood resources.

7.4 A shared control room enables both emergency services to work closer together and discuss and coordinate deployments when both services are dispatched to an incident.

7.5 A joint driver training unit delivers driving courses to staff from both organisations' resources.

7.6 Both organisations community partnership work is collaborated within one department where both teams can look to link up around key subjects such as prevention work and making the road network safer.

7.7 The Fire and Police drone teams work closely together to provide a 24/7 response to calls for service.

7.8 The Home Office continues to develop its strategic direction for continued emergency service collaboration with the publication of its white paper on Fire Reform in May 2022 and the Police and Crime Commissioner continues to maintain a watching brief.

END.

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



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – August 2022

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

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

RECOMMENDATION:

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

PILLAR 2: VISIBLE AND TRUSTED POLICING

(1) Improving public trust and confidence in policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Public Perceptions: Police doing and excellent/good job	86%	90%	Data not available	-4.0p.p	Not applicable
	Public Perceptions: I have confidence in the police in my local area	78%	85%		-7.0p.p	
	Public Perceptions: Deal with crime/ASB that matter	55%	64%		-9.0p.p	
	Public Perceptions: Understand issues that affect your community	61%	69%		-8.0p.p	
	Public Perceptions: Satisfaction with the level of policing in your local area	51%	61%		-10.0p.p	

Table 2: Public Perceptions survey data

The date range for the Last 12 months was 01/04/2021 – 31/03/2022. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021

Area	Indicator	Last 12 months
Visible and trusted policing	PSD data complaints	470
	PSD data complaints documented within 2 working days	87.4%
	PSD data complaints complainant contacted within 10 working days	58.7%
	PSD data complaints time to resolve - Schedule 3 only (average in working days)	70
	PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	42
	PSD complaints finalised where the service provided was not acceptable	49
	PSD Reviews upheld	10
	Chapter 13 letters	5

Table 2: Professional Standards Dept data; complains, time to document, complainants contacted, time to resolve, complains upheld and Chapter 13 letters

The date range for the Last 12 months was 01/04/2021 – 31/03/2022. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

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

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

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

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

1.1 Overview

1.2 The Constabulary sets out below an update on its response to the information gathered through the countywide public perceptions survey as well as an update on the formal complaints process.

1.3 Public Perceptions Survey

1.4 The Norfolk public perception survey is telephone-based and has continued throughout the pandemic, giving consistent quarterly insight into the views of the local community around policing.

1.5 The results are used to inform and direct engagement activity across the county. All forms of engagement are recorded by officers on a purpose-built application on their personal digital device. This enables the Constabulary to understand how and where engagement is taking place and what issues are affecting the Community.

1.5 Public perceptions of Norfolk Constabulary have fallen over the last 12 months, and this is being closely monitored. Potentially some of this may be attributable to events that occurred nationally which reflected poorly on policing, not least the conviction of a serving Metropolitan police officer for the abduction, rape, and murder of Sarah Everard. The Constabulary response has been to advance the launch of the on-line tool “Street Safe” that allows the public to highlight the areas of their community where they feel unsafe. This data is reviewed, and an appropriate response considered which will include high visibility patrols and engagement with local communities. You can read a detailed update to the local response to addressing violence against women and girls (VAWG) within the Constabulary update to Pillar 3.

1.6 The Constabulary also recognises that there has been some lasting impact on police relationship with the public caused by the pandemic. In particular, the restrictions on in-person engagement may have led to some disconnect between local policing delivery and confidence and satisfaction with the services provided.

1.7 Whilst there have been opportunities across the Covid period to develop virtual engagement this should be seen as complimenting in-person events and not as a replacement. The first quarter of 2022 has coincided with the lifting of pandemic restrictions which has allowed a phased return to normality in terms of the police’s ability to meet with the public, understand community concerns and take positive action. The effects of this change back will be kept under review.

1.8 Complaints Update

1.9 In the reporting period, 470 complaints were received, this is a decrease of 20% compared to the previous year.

1.10 Complaints should be logged, and complainants contacted ‘as soon as possible’. 87.4% were logged within 2 working days and 58.7% of complainants were contacted within 10 working days.

1.11 Cases took, on average, 70 working days to finalise from the date the complaint was recorded to the date the complainant was informed of the result. Cases handled outside of Schedule 3 took 42 working days.

1.12 In 49 of 421 finalised cases, the service provided was deemed ‘not acceptable’, which is 11.6%.

1.13 The complainant has a right to request a review if they remain dissatisfied with the outcome of their complaint. The Independent Office of Police Conduct (IOPC) determined on 20 reviews, identifying 5 that required further work. The Local Policing Body (the Office of the Police and Crime Commissioner) determined on 42 reviews and 5 were upheld as requiring further work.

1.14 Where a local investigation is not completed within 12 months the appropriate authority must provide the Local Policing Board and the IOPC with a summary of the steps taken to progress the investigation (this is referred to as a Chapter 13 response). Within that period the Professional Standards Department oversaw the production of 5 of these reports, three related to complaints and two to conduct cases.

(2) Delivering Effective Neighbourhood Policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Establishment for Beat managers	117	116	115	0.9%	1.7%
	Effective strength for Beat managers	107	105	101	1.9%	5.9%
	Effective strength for Beat managers (% of establishment)	91.5%	90.5%	87.8%	1.0p.p	3.7p.p
	Establishment for Sergeants	132	132	132	0.0%	0.0%
	Effective strength for Sergeants	130	126	121	3.2%	7.4%
	Effective strength for Sergeants (% of establishment)	98.5%	95.5%	91.7%	3.0p.p	6.8p.p

Table 3: Establishment, strength for Beat Managers and Sergeants

The date range for the Last 12 months was 01/04/2021 – 31/03/2022. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

2.1 Overview

2.2 Set out below is an update around the work being progressed to ensure delivery of an effective neighbourhood policing model.

2.3 The data table reports on the number of beat manager and sergeant posts and whether they are recruited to. This will over time help emphasise the priority given to ensuring an effective local policing resource remains available to deal with community issues.

2.4 Update

2.5 Norfolk Police has continued to invest in neighbourhood policing with established teams in place across the county providing a visible response with clearly identified local leadership through dedicated Beat Managers, Local Neighbourhood Policing Sergeants and Local Policing Commanders.

2.6 This will be underpinned by a new Neighbourhood Policing Strategy which is currently being prepared. The new approach is expected to be finalised later in 2022.

2.7 The Constabulary is continuing work to ensure the core seven neighbourhood principles, as published by the College of Policing, are embedded corporately within the county policing model:

- Engaging Communities
- Solving Problems
- Targeting Activity
- Promoting the right culture
- Building analytical capability
- Developing officers, staff, and volunteers
- Developing and sharing learning.

2.8 Regular discussions and reviews on progress as well as development opportunities take place within the operational governance structure at both a county and district level.

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

Area	Indicator	Last 12 months
Visible and trusted policing	Total Engagements	17,570
	Park Walk Talk engagements	6,780
	General engagements	4,215
	Targeted Activity engagements	1,901
	Streetsafe engagements	1,262
	Key Individual Network engagements	1,196
	Community meetings engagements	699
	Stakeholder meetings engagements	589
	Education engagements	567
	Public events engagements	205
	Citizens in policing engagements	129
	Training and recruitment engagements	27

Table 4: Engagement totals and by category, from Engagement App

The date range for the Last 12 months was 01/04/2021 – 31/03/2022. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

3.1 Overview

3.2 It's believed that effective engagement and consultation is a key to helping to maintain and enhance public confidence and satisfaction in policing.

- 3.3 Set out below is an explanation of the work ongoing to identify and record engagement opportunities.
- 3.4 In addition, there is a summary of the proactive work being undertaken by the local communication officers.
- 3.5 The data table above will allow the Constabulary to show over time the significant volume of the engagement work being undertaken.
- 3.6 Update on Engagement
- 3.7 The Engagement Application is used by Norfolk Constabulary to record engagement activity.
- 3.8 Local Policing Neighbourhood Teams are the driving force for district-based engagement. These officers are locally tasked to focus on areas based on the specific needs of the community.
- 3.9 The Constabulary acknowledges the impact on trust and confidence in policing following the tragic and deeply disturbing outcome of the Sarah Everard case. One of the elements of the response in Norfolk was to prioritise engagement through an on-line tool called ‘Street Safe’ that let the public tell the police anonymously where they felt unsafe when out and about in the community. See section (1.6) above. To give an example as to how the engagement focus is prioritised, following the tragic murder of an 18-year-old male in Norwich in late January 2022 officers undertook extensive engagement within the affected community seeking to identify and understand any ongoing tensions as well as providing reassurance.
- 3.10 Norfolk Constabulary officers also utilise a tactic called ‘Park, Walk and Talk’ to raise police visibility in areas that have had reports of anti-social behaviour or are in general need of a police presence for community reassurance purposes. These patrols are short in duration (typically 20 minutes) and officers are encouraged to patrol multiple locations during their shift.
- 3.11 The digital engagement application will be updated later this year in order that it can capture additional detail. This will provide a more comprehensive overview of the work that officers are carrying out which will be communicated to the public via media and social media channels
- 3.12 Update on the work of the Local Communication Officers
- 3.13 The introduction of the Local Communication Officers will help the Constabulary not only meet the targets set out by central government (specifically the focus on reducing neighbourhood crime), but also support the delivery of the

Police and Crime plan. The new role will look to enhance the communication with the public by:

- Being transparent, open, and honest to maintain and enhance public confidence.
- Regularly inform communities of police activities and demonstrate visibly, using all available communication platforms.
- Deterring criminality and protecting the vulnerable, including hard-to-reach communities, engaging with them frequently to help influence police thinking.
- Keeping officers and staff informed of what the police objectives are so they can become advocates for the appeals the Constabulary wishes to prioritise.
- Using advances in technology and new communications platforms, alongside more traditional methods, to reach a wider audience.
- Work effectively with partners and stakeholders for the benefit of the public

3.14 Using the district neighbourhood policing engagement plans and neighbourhood problem solving plans, the team will support local policing by sharing information to inform and educate the public about current work relating to all types of crime, priorities, activity, and outcomes at a hyperlocal level (as local as possible).

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Total calls for service	411,569	544,194	Data not available	-24.4%	Not applicable
	999 calls	114,751	104,303	110,713	10.0%	3.6%
	% 999 calls answered within 10 seconds	89.2%	91.4%	90.4%	-2.2p.p	-1.2p.p
	101 calls	296,818	439,891	Data not available	-32.5%	Not applicable
	Average time to answer 999 (in seconds)	5.6	5.0		0.6 seconds	
	% Emergencies in Target - County	87.8%	90.1%	89.5%	-2.3p.p	-1.7p.p
	% Emergencies in target - Urban	89.9%	91.9%	91.4%	-2.0p.p	-1.5p.p
	% Emergencies in target - Rural	85.5%	88.6%	87.6%	-3.1p.p	-2.1p.p
	Average time to attendance for B1 (HH:MM:SS)	01:07:35	Data not available		Not applicable	
	Average time to attendance for B2 (HH:MM:SS)	19:48:27				
	Average time to attendance for C (HH:MM:SS)	30:13:36	15:27:42	24:52:11	95.5%	21.5%
	Average time to attendance for Diary apps (HH:MM:SS)	72:04:03	36:17:07	57:37:29	98.6%	25.1%
	% calls addressed through phone resolution	28.7%	33.4%	35.1%	-4.7p.p	-6.4p.p

Table 5: Call Handling and Emergency Response

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

The date range for the Last 12 months was 01/04/2021 – 31/03/2022. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

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).

A B1 grading refers to a priority incident with a 1-hour timeframe in which to attend.

A B2 grading refers to a priority incident with a 24-hour timeframe in which to attend. (e.g., the matter is serious, but evidence will not be lost by delaying attending and the delay supports meeting with the victim).

A C grading is a scheduled response that is monitored but does not have a target time for attendance.

A diary appointment is scheduled after the incident has been risk assessed and is timed to support the needs of the caller.

4.1 Overview

4.2 The Contact and Control Room (also called the CCR) is a highly complex environment that acts as the single point of contact for all emergency and non-emergency calls from the public.

4.3 Whilst the telephone is still the primary means of choice for callers (approximately 90% of all demand), the CCR also provides a range of digital contact services (email, on-line reporting, and Web Chat) which are growing in popularity and currently account for approximately 10% of all contact.

4.4 The CCR also has responsibility for the command and control of police resource deployments across the county.

4.5 The data table above provides a comprehensive overview of the telephony performance and the management of attendance around incidents.

4.6 The Constabulary's performance in call handling and emergency response has declined slightly, as 999 demands has increased between 2020/21 and 2021/22.

4.7 Update of Development.

4.8 In 2019 the CCR embarked on a four-year modernisation programme recognising the changing profile of demands. The change programme is scheduled to conclude in the summer of 2023.

4.9 New technologies needed to be exploited and modern ways of working embraced to maximise the effectiveness of the CCR and ensure staff welfare.

4.10 Further investment into the CCR from the Office of the Police and Crime Commissioner through the precept rise last year has seen an increase in operator posts and support teams posts as well as changes to shift patterns to better align staff with the expected public demand.

4.11 New technologies have been adopted which includes:

- A new Intelligence & Workforce Management System better able to predict demand and therefore aid better planning.
- Web Chat and enhancements to the CCR on-line reporting functions.

4.12 The changes to date have delivered significant improvements with national reporting showing that Norfolk Constabulary provides the best average 999 answer time in the Eastern Region and the 5th best nationally (last 6 months).

4.13 Further changes are planned throughout 2022/23 and include:

- Further shift pattern changes to align staff with expected demand.
- An increase in the number of radio channels used and changes in deployment practices to further improve attendance times.
- Further upgrades and enhancements to the call handling system.
- Additional Estates improvements to enhance staff welfare.

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

6.1 Overview

6.2 The Corporate Communications team always look to provide a local perspective around countywide or national campaigns, for example the focus on violence against women and girls (VAWG) and the use of the “Street Safe” application to report concerns.

6.3 It's recognised the impact the national narrative can have on local policing issues and how it can affect public confidence.

6.4 The Corporate Communication Team working with district commanders look to respond proactively when opportunities present.

6.5 Campaigns Update

6.6 Within the last quarter the team have supported the below key campaigns across the Constabulary social media platforms:

- 7/1/22 - Op Winter Days – safer driving campaign
- 10/1/22 - National “Romance Fraud” campaign
- 17-23/1/22 - Neighbourhood Policing Week – Also included a press release and local journalist going out with beat managers in Norwich
- 7-14/2/22 - Sexual Abuse and Sexual Violence Awareness Week
- 7-20/2/22 – Road Safety – National Police Chiefs Council mobile phone campaign
- 8/2/22 - Safer Internet Day
- 17/3 - Op Ferrara – National Comms Fraud Campaign
- 18/3 - National Child Sexual Exploitation Awareness Day
- 22/3 - Domestic Abuse & Sexual Violence ‘Enough’ Campaign – Also included a press release and interviews with senior leads.

END.

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



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – August 2022

SUBJECT: Constabulary Update on Pillar 3 (Tackling Crime) of the Police and Crime plan.

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

RECOMMENDATION:

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

PILLAR 3: TACKLING CRIME

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Domestic abuse crimes	14,060	13,681	12,388	2.8%	13.5%
	Solved	1,324	1,226	1,306	8.0%	1.4%
	- % solved	9.4%	9.0%	10.6%	0.4p.p	-1.2p.p
	Charged	906	853	894	6.2%	1.3%
	- % charged	6.4%	6.2%	7.7%	0.2p.p	-1.3p.p
	% where victim not ready to engage	56.5%	60.2%	59.8%	-3.7p.p	-3.3p.p
	% where investigation not possible	1.0%	0.8%	0.8%	0.2p.p	0.2p.p
	% of all crime	20.4%	21.9%	19.1%	-1.5p.p	1.3p.p
	Arrest rate	22.6%	20.6%	28.3%	2.0p.p	-5.7p.p
	Rape and Serious Sexual offences	2,614	2,046	2,203	27.8%	18.7%
	Solved	183	159	149	15.1%	22.8%
	- % solved	7.0%	7.8%	6.8%	-0.8p.p	0.2p.p
	Charged	165	151	126	9.3%	31.0%
	- % charged	6.3%	7.4%	5.7%	-1.1p.p	0.6p.p

Table 6: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests

The date range for the Last 12 months was 01/04/2021 – 31/03/2022. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

1.1 Overview

1.2 The Constabulary has developed its own strategy and actions to improve the local policing response to violence against women and girls (VAWG). This is based on the National Police Chiefs Council (NPCC) work. A summary of progress is provided below.

1.3 The measures above will assist the Constabulary to track key crime types within this work area to maintain an oversight as to how activity is affecting the reporting and investigation work being undertaken.

1.4 Commentary on the data

1.5 There was an increase in domestic abuse crimes in the second half of 2020 which has continued over the last 12 months. With partners, Norfolk Constabulary has worked to raise awareness and encourage reporting of vulnerability-based crimes. It can be expected that volumes of domestic abuse crimes will continue to increase.

1.6 Volumes of rape and serious sexual offences continue to increase, and this is a trend seen nationally. The Constabulary continues to prioritise services to vulnerable and at-risk victims whilst targeting perpetrators who cause the highest harm, including sexual crimes against adults and children.

1.7 On-going work

1.8 The Constabulary VAWG plan is overseen by the Assistant Chief Constable for Local Policing. Progress and performance are scrutinised monthly at the Force Performance Meeting.

1.9 The Constabulary approach is based on three pillars:

- Building Trust and Confidence
- Relentless Pursuit of Perpetrators
- Safer Spaces.

1.10 The intention is that through building the confidence of women and girls around the police response, through pursuing those who would do them harm, and by providing safe spaces to live and work the Constabulary will have an enduring impact on the issue.

1.11 Building Trust and Confidence

1.12 It is recognised that the police do not, in all cases have the confidence of women and girls that matters will be dealt with sensitively, or that protective action will follow when offences are reported.

1.13 The Constabulary plan to improve in this area is based on a continued commitment to develop the most effective possible safeguarding service in partnership with other agencies.

1.14 The Norfolk Integrated Domestic Abuse Service (NIDAS) is an example of this partnership approach, which now sees a seamless handover from initial police contact to 3rd-sector providers who continue to support the victim. The Constabulary has also committed to researching and identifying better ways for women and girls to provide feedback on the quality of the service they do receive.

1.15 Relentless Pursuit of Perpetrators

1.16 The Constabulary is committed to increasing the number of offenders brought to justice for VAWG offences. There has already been considerable effort to improve the training officers receive to improve the evidence-gathering opportunities.

1.17 Acting on feedback from victims, work is ongoing to ensure it is the suspect and not the victim that feels at the centre of the enquiry. Police will now look to utilise modern digital techniques as well as ensuring as much corroborative evidence is captured to reduce the reliance on asking the victim to provide all that explanation within their account. This it is hoped then means the victim does

not feel responsible in court for having to provide all the information around a case.

1.18 Safer Spaces

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

1.20 To give an example of the work, drinks spiking and spiking by injection crimes have been reported in Norfolk with the majority relating to licensed premises. Whilst males have been targeted too, most victims reporting are female. The Constabulary instigated Operation Glade to secure early evidence, improve investigative outcomes and provide confidence and reassurance to victims. Venues were encouraged to review their security including CCTV and lighting. In addition, the Constabulary supported the development of the Norfolk and Norwich University Hospital Anti-spiking campaign which provides people with the option of having a quick laboratory analysis of samples to confirm or negate the presence of substances.

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

2.1 Overview

2.2 Norfolk Constabulary, supported by the joint Norfolk and Suffolk Protective Services Command maintains an oversight on the work to identify, disrupt and dismantle serious and organised crime threats within the county.

2.3 Serious and Organised Crime Groups (OCG) are identified through intelligence and an associated risk assessment process. An OCG is defined as individuals, normally working with others, with the intent and capability to commit serious crime on a continuing basis, which includes elements of planning, control, co-ordination, and group decision making.

2.4 Once a group is identified a local response is planned using the 4P model approach:

- Pursue – Pursue offenders through prosecution and disruption
- Prevent – Prevent people from engaging in serious and organised crime.

- Prepare – Prepare for when serious and organised crime occurs and mitigate its impact
- Protect – Protect individuals, organisations, and systems from the effects of serious and organised crime

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

2.6 Notable Results

2.7 A summary of the key outcomes of the work in the last reporting period include:

- Four adults charged for money laundering
- Two men involved in organised crime pleaded guilty to money laundering to the amount of £100,000. They received suspended sentences of 21 months and 18 months respectively and a further civil process is underway to remove more proceeds of crime from them.
- A man was convicted and sentenced to six years and nine months for conspiracy to supply class A drugs.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	15	22	Data not available	-31.8%	Not applicable
	Possession with intent to supply - arrests	288	355	349	-18.9%	-17.5%
	Concerned in supply of controlled drugs - arrests	253	358	339	-29.3%	-25.4%

Table 9: Closed County lines and Possession with intent to supply and Concerned in supply of controlled drugs arrests

The date range for the Last 12 months was 01/04/2021 – 31/03/2022. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

3.1 Overview

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

3.3 The reduction in the number of “County Lines” closed and the number of arrests for linked offences should be seen in the context of a decreasing number of “County Lines” active in Norfolk. While 7 fewer lines were disrupted in 21-22 than 2020-21 the number of active lines dropped from 58 in April 2020 to 29 in March 2021, meaning that there were fewer lines available to be targeted.

3.4 Update

3.5 A significant element of the work in respect of “County Lines” in the first three months of 2022 was focussed on safeguarding following the death of a young man in a stabbing incident in late January.

3.6 This activity was intended to reduce the risk of exploitation of young people and was necessarily elevated to be the force’s top priority in order to reduce the risk to those identified as linked to the incident. It saw uniformed officers redeployed from other duties to patrol hotspot areas, search for weapons, and intervene in potential offences.

3.7 At the same time dedicated officers from the Multi-Agency Child Exploitation team worked with children at risk of being drawn into criminality and diverted them toward support on offer from the Local Authority.

3.8 A recent example of one of the enforcement successes saw a 24-year-old man from Enfield plead guilty to using the “County Lines” methodology to supply crack and heroin in Norwich and Essex following a joint investigation between Norfolk Constabulary and the Metropolitan Police.

3.9 Police support to Project ADDER work continues. This is a public health-based multiagency response seeking to address individuals’ addiction through diversion, disruption, and enforcement hoping that it can ultimately lead to their recovery. The intention is that by using traditional police tactics to suppress the supply of narcotics while simultaneously reducing demand, criminal markets can be undermined, and communities protected from the impact of drug trafficking.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Hare coursing incidents	178	285	333	-37.5%	-46.5%
	Farm machinery thefts	57	49	46	16.3%	23.9%
	Livestock worrying incidents	12	21	19	-42.9%	-36.8%

Table 10: Hare coursing and Livestock worrying incidents and Farm machinery thefts

The date range for the Last 12 months was 01/04/2021 – 31/03/2022. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

4.1 Overview

4.2 The Constabulary will provide a high-level overview of police and partnership proactive activity tackling agricultural crime.

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

- Community Protection Warning (CPW) – a formal warning by officers to a perpetrator stating that a *Community Protection Notice* will be issued if the behaviour continues.
- A Community Protection Notice (CPN) - can be issued against a persistent anti-social behaviour perpetrator and the failure to comply can lead to sanctions. Failing to comply with a CPN is a criminal offence. On conviction, a magistrates' court (or youth court if the perpetrator is aged 16 or 17) has a range of options including, a fine, ordering the perpetrator to carry out remedial work, make a forfeiture order requiring any specified item be handed over to the police, local authority or designated person or order the seizure of specified items.
- Criminal Behaviour Order (CBO) – is available on conviction for any criminal offence aimed at tackling the most persistent offenders and can be used to address anti-social behaviour.

4.4 As well as the decline in reports in Norfolk, 6 out of the 7 neighbouring forces also reported significant declines in hare coursing reports in recent years. Anecdotal evidence suggests that Norfolk has become an unpopular place for this type of offending.

4.5 Norfolk Police continues to seize dogs involved in the activity and enhanced management of this process has enabled rehoming and an associated reduction in the costs incurred to police using this tactic. The Constabulary is also now able to apply to the courts for kenneling costs upon a conviction.

4.6 The Constabulary continues to be actively involved in the management of rural crime, recognising the significant impact crimes such as GPS theft has on the rural farming community. Locally, Operation Huff is the police response to preventing and detecting GPS theft. The Operation Randall team sit on regional and national working groups for rural crime and equipment theft working alongside partner agencies such as NAVCIS (the National Vehicle Crime Intelligence Service – they coordinate a response around vehicle finance crime) and “ACE Opal” (A New Specialist Police Unit to target Construction Plant &

Agricultural Machinery theft) to identify best practice to support the policing response.

4.7 “Dogs worrying livestock” is a persistent issue reported to the Constabulary. Officers have worked closely with rural partners such as the National Farmers Union (NFU) to encourage reporting. The issue of livestock worrying is often raised at the CRAG (Community Rural Advisory Group) and collective solutions are sought to improve incident reporting. The Operation Randall team review all crimes and seek to provide expert witness statements for court cases where required. Early contact is made with the Crown Prosecution Service (CPS) for these investigations and the gathering of victim impact statements assists with understanding the effect on affected farmers.

END.

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



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – August 2022

SUBJECT: Constabulary Update on Pillar 4 (Prevent Offending) of the Police and Crime plan

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

RECOMMENDATION:

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

PILLAR 4: PREVENT OFFENDING

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

Area	Indicator	April 2022 only
Prevent offending	Persons on IOM scheme	126
	Age: Under 18	0%
	Age: 18 - 24	23%
	Age: 25 - 34	35%
	Age: 34 - 49	37%
	Age: 50+	5%
	Gender: Male	88%
	Gender: Female	22%
	Ethnicity: White	93%
	Ethnicity: Black	6%
	Ethnicity: Unknown	1%
	Persons on IOM scheme managed in community (i.e not currently at HMP)	68

Table 11: Persons on Integrated Offender Management scheme and demographics

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise stated. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

Area	Indicator	March 2022 only
Prevent offending	Percentage of persons on IOM scheme that have committed offences in previous month	4%
	Breaches by persons on IOM scheme	17

Table 12: Percentage of persons on Integrated Offender Management scheme who have committed offences and breaches

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise stated. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

1.1 Overview

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

1.3 The data in the tables above provides an insight into the demographics of those on the scheme and the number police are tracking who still are at risk from being involved in criminality.

1.4 The IOM Scheme

1.5 The Joint Norfolk and Suffolk Integrated Offender Management Team works with the county's Probation Service Delivery Units and other agencies to reduce the risk of a scheme member returning to criminality.

1.6 The IOM scheme currently focuses on three groups of individuals:

- Those under statutory supervision for Robbery, Burglary and Vehicle Crime offences
- A flexible cohort which extends this to other similar crime types.

- A group which supports females and their different criminogenic needs.

- 1.7 Cohort members will normally be over eighteen unless transitioning from Youth Justice Services at seventeen and a half. Studies have shown that statistically, most offenders will reduce offending with age but the high number of service users on the current scheme over 34 years old, demonstrates that a small minority struggle to change their criminal lifestyles.
- 1.8 Individuals on the scheme will have been identified as having a high risk of reoffending. By assisting them with access to housing, benefits/employment opportunities and the drug and alcohol treatment agencies, as well as working to find positive social activities for them to participate in, the scheme aims to divert them away from criminal activity.
- 1.9 There is also a responsibility on police and partners to prevent offending by taking proactive steps to stop someone in their tracks if they are engaging in behaviour that is indicative of an immediate return to criminal activity.
- 1.10 IOM offenders will have increased frequency of supervision by agencies involved in their rehabilitation.
- 1.11 The enhanced partner information sharing alongside police crime and intelligence systems means that officers are often instrumental in identifying where risk of reoffending has increased, where safeguarding for victims is required or where license conditions are being breached. In these circumstances the team will work together with the Probation Service to ensure that enforcement decisions are considered swiftly and appropriately.
- 1.12 As a scheme, moving forward in partnership with the Office of the Police and Crime Commissioner, the team will work on identifying gaps in service provision, and look to find commissioning opportunities to meet those needs.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Section 47 Strategy discussions (Child protection)	4,160	4,185	Data not available	-0.6%	Not applicable
	Section 42 Planning discussions (Adult protection)	1,575	1,468		7.3%	
	Open Child exploitation cases - High Risk	68	75	37	-9.3%	83.8%
	Open Child exploitation cases - Medium Risk	321	330	285	-2.7%	12.6%
	Child Exploitation screenings	783	836	727	-6.3%	7.7%

Table 13: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise stated. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

2.1 Overview

2.2 Whilst safeguarding and the identification of risk is part of the policing response at all stages, from control room to attending officer, Norfolk Constabulary has a specialist command, Safeguarding and Investigations (S&I) that leads the day-to-day oversight around the management of these matters.

2.3 The data in the tables above demonstrates the number of risk management discussions specialists within S&I are involved in.

2.4 The Section 47 and 42 discussions take place when police or another agency identify a person or child may be at risk of abuse or neglect. The data on the number of child exploitation screenings and associated risk gradings, set out in the chart above, indicates the significant number of serious cases police and partners are overseeing.

2.5 Over time tracking this data will help monitor the scale of the issue alongside considering the impact of any interventions. While at this stage the data is heavily influenced by the impact of Covid 19 and the return to normality, it is anticipated that the true underlying trend will emerge in the coming months.

2.6 Set out below is an update on three key pieces of work in this area:

- Countywide Community Safety Partnership (CCSP) Work against its strategic priorities
- Norfolk Safeguarding Children Partnership
- Norfolk Safeguarding Adults Board.

2.7 Countywide Community Safety Partnership (CCSP)

2.8 The CCSP is a statutory body bringing together organisations across Norfolk to tackle crime and disorder. It is hosted by the Office of the Police and Crime Commissioner (OPCC) and is chaired by the OPCC Chief Executive. The CCSP has developed a “Safer Norfolk Plan” setting out how it will work over the next three years. The Constabulary is an active member of the group.

2.9 During this quarter Norfolk Constabulary has worked with the CCSP on several matters:

- The development of partnership strategies focusing efforts on tackling domestic abuse and sexual violence. Within this priority area the Constabulary has offered the data and learning from its roll out of the Safer Streets online tool where members of the public have highlighted where they feel unsafe in their neighbourhoods.
- Supported the Governments ‘Enough’ Campaign focused on changing attitudes in relation to Violence Against Women & Girls. Work included

distributing marketing material, social media messaging and senior officer interviews on local radio and in print media.

- Activity continues around Project ADDER with the police chairing the meetings of the “County Line” Strategic Group. Work is focused on interventions to help those at risk of exploitation through drug and alcohol dependency.
- Continuing support to the work of the Norfolk Anti-Slavery Network to help develop an understanding of slavery incidents within Norfolk and to develop a partnership response.

2.10 Norfolk Safeguarding Children Partnership

2.11 This group brings together the local authorities, police and health alongside other local agencies and the voluntary sector to ensure children are protected and their welfare promoted.

2.12 Norfolk Constabulary chairs the Vulnerable Adolescent Group. The group has continued to work on its delivery plan, which is designed to coordinate efforts to raise awareness of child exploitation, safeguard those at risk and identify and prosecute perpetrators.

2.13 In this quarter the group has worked with the Youth Endowment Fund to introduce a fully funded neighbourhood project into Great Yarmouth. This will be a locally designed scheme focused on preventing young people from being exploited for criminal or sexual purposes.

2.14 Specialist officers have continued to work with partners on the Neglect Strategy Implementation Plan, helping to develop understanding of neglect within families, including that of adolescent neglect, and promoting best practice across the whole partnership.

2.15 In this quarter police have assisted partners to review the “Graded Care Profile”, which is a tool used to comprehensively assess neglect within families.

2.16 Officers are also now introducing the use of conditional cautions, in certain circumstances, to improve the situation in families rather than taking a punitive approach.

2.17 Norfolk Safeguarding Adults Board

2.18 In the last quarter the Constabulary has worked with partners to:

- Developed a method of working around complex cases that brings together senior managers from across the partnership where normal working practices cannot resolve the situation. For example, a case might involve a

domestically abusive relationship in which one or both partners may have both physical care needs and mental health difficulties.

- Continuing with the work to ensure better knowledge and awareness of the Mental Capacity Act. This included contributing to the design of a workforce survey to inform current knowledge levels. The results of the survey will inform the future design of learning resources for officers.

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

Area	Indicator	September 2021 - March 2022
Prevent offending	Perpetrators on DAPPA	16
	Perpetrators referred to Change	4
	Referrals made into DAPPA	4
	Meetings held	126
	Domestic Violence Disclosures (Clare's Law) prompted by DAPPA	17

Table 14: Perpetrators on Domestic Abuse Perpetrator Partnership Approach (DAPPA), referred to Change, referrals into DAPPA, Meetings held, and DVDs prompted by DAPPA

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise stated. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

3.1 Overview

3.2 In addition to the work of the IOM highlighted above, The Constabulary's Public Protection Unit (PPU) oversees the risks and management plans around registered sex offenders.

3.3 Within the Multi-Agency Safeguarding Hub, with the help of Police and Crime Commissioner funding, a two-year pilot of a Domestic Abuse Perpetrator Partnership Approach (DAPPA) has been established. DAPPA aims to create effective multi-agency risk management plans around domestic violence offenders. The scheme was operational from September 2021 and has a dedicated budget to implement bespoke individual behavioural change programmes to reduce the risk of a person reoffending.

3.4 The data in the chart above will be monitored to inform the development of the work of the DAPPA pilot.

3.5 The Public Protection Unit (PPU)

3.6 In order to protect the effectiveness of the work undertaken to manage sex offenders only a high-level brief is provided.

3.7 The work evolves around evidence-based risk management processes working with the National Probation Service.

3.8 The purpose is to prevent re-offending and safeguard the public. In a response to the national increase in the numbers of offenders having to be managed (due to an increase in successful prosecutions) the PPU develops plans around specific areas of concern such as on-line offending.

3.9 The PPU works closely with other police teams across the county.

3.10 Reoffending rates remain low, 2% of registered sex offenders have been recalled to prison for breaching the terms of their release, and 2% have been dealt with for re-offending.

3.11 Domestic Abuse Perpetrator Partnership Approach (DAPPA)

3.12 The DAPPA team continue to manage perpetrators within the community with the first perpetrator now working with a bespoke commissioned service.

3.13 Perpetrators connected with victims deemed at high risk through multiagency risk coordination will also be referred for the behavioural change programme.

3.14 Whilst it is too early to look at reoffending rates the feedback from partner practitioners involved in the multiagency process has been very positive with many emphasising the benefits around greater information sharing.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Out of court disposals (All crime)	4.1%	4.8%	5.2%	-0.7p.p	-1.1p.p
	Referrals to Diversion schemes (Outcome 22)	0.6%	0.7%	Data not available	-0.1p.p	Not applicable

Table 15: Out of court disposals (Outcomes 2, 2A, 3, 3A, 6, 7 & 8) and Referrals to Diversion schemes (Outcome 22)

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise stated. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

4.1 Overview

4.2 The Norfolk Constabulary Managing Offenders Subgroup scrutinises the management of those responsible for offending across the county, ensuring crimes are detected, appropriate outcomes for victims are secured and offenders are diverted to prevent future offending.

4.3 Current workstreams ensure opportunities are maximised to promote positive outcomes. These include the provision of Restorative Justice, where the Restorative Justice Team works with both Victims and Offenders, and Out of Court Disposals (OCD) where a two-tier system is being introduced in a phased manner across the Constabulary.

4.4 This system will ensure diversionary activities are used for offenders to prevent re-offending and support rehabilitation.

4.5 The data in the chart above will be tracked over time to provide an overview of the number of out of court disposals utilised and the opportunity to utilise diversionary schemes. Further data on OOCDS is included later in the report.

4.6 Out of Court Disposals

4.7 Out of Court Disposals are a range of methods that can be used to deal with low level crime committed predominantly by first time offenders without having to refer the matter to court.

4.8 The government is introducing legislation to reduce the number of Out of Court Disposals to just two options (conditional caution and community resolution). In advance of this legislative change, the Constabulary has implemented a phased roll out of these options across the county. To recap:

- **A community resolution** - is used for low level matters where the offender accepts responsibility and where it is likely the victim has agreed that they do not want a more formal outcome. It is believed that by making offenders take responsibility to confront their behaviour and its impact, there is a reduction in the likelihood of reoffending. Resolutions can include such outcomes as the offender being advised on their conduct, the offender writing an apology letter or taking part in some form of reparation. It is anticipated that this type of outcome will be considered around cases of minor criminal damage, anti-social behaviour, small value theft and minor assaults without injury.
- **A conditional caution** - is a statutory outcome to the result of a crime investigation and will include stipulations on the offender. These requirements could focus on rehabilitative treatment for the offender or set out directions around how they can make good on their behaviour or actions. Rehabilitation could include such things as attendance at a treatment course, the reparative element could ensure an apology to the victim or the payment of compensation. Failure by an offender to comply with the conditions imposed could lead to the submission of a case file for the original matter to be dealt with in court.

4.9 An Offender Diversion Team, supported by funding from the Office of the Police and Crime Commissioner, has been created to support officers, victims, and offenders with this new process. In addition, an on-line intervention hub is available that can schedule cognitive behavioural therapy on any digital smart device and is suitable for all learning styles. A range of courses are available for

offenders linked to the offence they have committed or their identified rehabilitative needs. The structured learning helps users develop their skills and knowledge to avoid further offending.

4.10 The first phase of OOCB took place in Great Yarmouth starting in September 2021. This was followed by North Norfolk, Broadland, and South Norfolk in March 2022. In June 2022 Norwich, Breckland and Kings Lynn will be the final areas to implement the approach. An evaluation is underway to consider reoffending rates, number of breaches, and the efficiencies of the process. The data below has been obtained directly from the Offender Diversion Team to provide an interim update on progress.

OOCB Phase 1- Sept 21 & Phase 2 – March 22	Jan 2022	Feb 2022	Mar 2022	Total
Total Conditional Cautions Completed	37 (30 – GY Area)	36 (21 – GY Area)	67 (33 – GY , NN , Broadland & SN Area)	140
Breaches	2	5	10	17
Referrals to Red Snapper	18	25	31	74

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

Area	Indicator	November 2021- March 2022
Prevent offending	Juveniles referred to Out of court disposal panel	120
	Juvenile outcomes from Out of court disposal panel	
	Returned to Police	3
	Children's services	3
	Other services	3
	Community Resolution	25
	Challenge 4 Change	80
	Youth Caution	12
	Youth Conditional Caution	8
Other outcomes	11	

Table 16: Juveniles referred to Out of court disposal panel and outcomes

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise stated. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

5.1 Overview

5.2 The Constabulary will provide a high-level overview of the work undertaken in collaboration with the Youth Offending Team (YOT).

5.3 The data presented sets out the opportunities to use non-court outcomes for children between November 2021 and March 2022.

5.4 The update includes an update as to how Norfolk is performing when compared to the regional and national positions.

5.1 In addition, an update on the new Out of Court Disposal Panel is included. This panel reviews cases involving young people aged from 10-17 years to determine the most appropriate outcome.

5.2 Update on the Norfolk Position

5.3 The number of young people, aged between 10-17 years, entering the criminal justice system has continued to fall when reviewing data supplied by the Youth Justice Board. The latest Norfolk figure of 120 per 100,000 is lower than the Eastern Region (133) and lower than the average for all England and Wales (154).

5.4 Between November 2021 and March 2022, 120 young people have been referred to the Norfolk Youth Offending Team (YOT), 80 received a Challenge 4 Change (C4C) outcome and 25 received a Community Resolution. C4C outcome means that when a young person is arrested by the police their case is reviewed and, if assessed by YOT as suitable for an intervention to prevent them entering the criminal justice system, they are engaged on the C4C scheme, which focuses on changing their behaviour to help reduce the likelihood of further offending.

5.5 Out of Court Disposal Panel

5.6 An established Out of Court Disposal Panel has been developed following a pilot in the Norwich District and has been a key factor in securing the reduction in First Time Entrants (FTE) to the Criminal Justice System.

5.7 Representatives from YOT, police, and other agencies attend on a weekly basis to assess suitable cases to consider whether a diversion option is likely to be more effective, or whether a Youth Caution / Conditional caution or court appearance are necessary and appropriate.

5.8 The objective of the diversionary approach is to maximise the opportunity for young people to avoid being unnecessarily criminalised and to prevent future offending.

END.

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



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – August 2022

**SUBJECT: Constabulary Update on Pillar 5 (Supporting Victims) of the
Police and Crime plan.**

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

RECOMMENDATION:

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

PILLAR 5: SUPPORTING VICTIMS

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

Area	Indicator	January 2022 - March 2022
Supporting victims	Receipt of written acknowledgement	56.4%
	Recording of needs assessment	70.1%
	Referrals to support service within 2 days of the crime being recorded	40.9%
	Provision of information about the progress of their case	86.0%
	Provision of information about the investigation and prosecution	70.1%
	Offer of a Victim Personal Statement (Initial stages)	27.0%
	Offer of a Victim Personal Statement (Post-charge)	100.0%
	Making of a Victim Personal Statement (Initial stages)	8.6%
	Making of a Victim Personal Statement (Post-charge)	30.0%
	Provision of information about the trial, trial process & your role as a witness	78.6%
	Provision of information about the outcome of the case and any appeals	84.9%
	To make a complaint about your rights not being met (Total recorded)	32
	To make a complaint about your rights not being met (VCOP only)	0
	Provision of information on the Victims Right to Review scheme	17

Table 17: Victims Code of Practice data, taken from monthly audits and dip sampling.

Area	Indicator	January 2022 - February 2022
Supporting victims	Provision of information about compensation	95.5%

Table 18: Victims Code of Practice data: percentage of information about the about compensation

Please note the data is displayed in two different tables due to the date ranges of the audit process.

1.1 Overview

1.2 The Code of Practice for Victims of Crime (often referred to as VCOP or the Victims Code) is a statutory code that sets out the expectation of the minimum service level a victim should receive from the criminal justice system. In April 2021 a revised edition of the code was launched. The main changes included:

- Rationalising the code to focus on 12 key areas or rights, for the victim.
- Allowing the victim to decide the frequency around when they would like updates.
- Ensuring a rationalisation of contact points so victims know who to speak with about their case.
- Empowering officers and staff to have more discretion as to when it would be appropriate to record a Victim's Personal Statement (VPS).

- A greater emphasis on explaining to the victim why a decision was made.

1.3 Its introduction should drive up the standard of victim care offered by the police and other agencies involved in the Criminal Justice process.

1.4 The data presented above is the result of the current manual dip sampling audit process. The results are used to identify and address local learning with the eventual aim being to drive up standards across the board. There are a variety of audits undertaken across the organisation and results can vary so each data capture is a snapshot of the crimes reviewed in that period. However, performance oversight in time will improve in line with the work outlined below.

1.5 Update On Progress

1.6 The Constabulary is expecting the imminent launch of a new digital VCOP dashboard which will allow users to review each right within the plan and in turn the related compliance levels. This will facilitate performance information to a district and potentially individual officer level. The result its hoped will enable targeted support, training, and performance management where required.

1.7 During the quarter, in discussion with the Office of the Police and Crime Commissioner for Norfolk and Norfolk and Suffolk Victim Care, through the Supporting Victims Subgroup, a communications strategy has been developed that will prioritise the areas where performance improvement is most needed. At present the priority areas for the subgroup are Victim Personal Statements (VPS) and the completion of needs assessments (a personalised review of what support services a victim may require based predominantly on their vulnerability).

1.8 It is hoped that the embedding of the needs assessment within the crime recording process will mean that officers will document the relevant information when they speak with the victim to capture the details of the incident, further assisting compliance rates.

1.9 Considerable engagement with staff has taken place to spotlight an individual's personal responsibility in delivering excellent service to victims. This has taken the form of emphasising the victim's voice using case studies. This is part of the measures to help drive up overall standards against the VCOP measures.

1.10 Work has also begun to better understand those individuals who find themselves being a repeat victim. The initial analysis taking place will focus on the likely crimes these individuals are subjected to with the aim being that preventative measures could developed to reduce the risk of someone being a victim again in the future.

- 1.11 The Constabulary is also working closely with colleagues at a regional and national level to improve the provision of entitlements set out in the VCOP. This includes work to ensure the accessibility of information to those who are non-English speakers or those who may have learning difficulties or disabilities which affect their ability to read.

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

2.1 Overview

- 2.2 The Constabulary has a long running investigations improvement plan called “Operation Investigate”.

- 2.3 The work was first originated in 2018/19 when the Constabulary recognised that with changes in the demography and training of front-line police officers aligned to changes in crime demand had left a knowledge and experience gap that needed to be addressed. Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) confirmed this issue in their 2018 PEEL inspection of crime data integrity.

- 2.4 Since its start the work has evolved into a longer-term drive to improve the service to the victim as well as enhance the investigation opportunity at all stages of the process.

- 2.5 Within this update the Constabulary will provide an update on the significant developments from the last quarter.

2.6 Progress Update

- 2.7 In the first three months of the year the focus has been on a series of day-long training sessions for Sergeants and Inspectors to enable them to improve investigative standards within their own teams through enhanced supervision.

- 2.8 The programme included lectures on evidence-led prosecution in domestic abuse cases delivered jointly by Police and Crown Prosecution Service (CPS) senior leads. The events were also an opportunity for supervisors to feedback. This led to several working practice changes to enable supervisors to spend more time with their teams.

- 2.9 Between January and March additional specialist training was provided to a small team designed to test alternative approaches to domestic abuse victims who find it difficult to provide evidence to police.

2.10 Auditing of crime investigations show that the process of effective supervision is now well-understood with most investigations receiving regular attention from managers.

2.11 All findings from any audit are reported to the Investigations Improvement Board. This ensures the coordination of effort, and the sharing of good practice.

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

Norfolk and Suffolk Constabularies				
Area	Current workload	Average case per WCO (Current average)	Civilian Victim and Witnesses supported (May 2022 only)	Non-civilian Witnesses supported (May 2022 only)
Supporting Victims	Crown Court Team			
	906	78.1	5378	8324
	Magistrates Courts Not Guilty Anticipated Pleas Team			
	647	50.5	1853	2366
	Magistrates Courts Guilty Anticipated Pleas Team			
	968	121	1057	5018

Table 19: Current workload, average case per WCO and civilian victim and witnesses and non-civilian witnesses supported by Victim and Witness Team

5.1 Overview

5.2 The Joint Justice Command (JJS) oversees the management of victims and witnesses waiting to attend court.

5.3 The JJS’s Victim and Witness Care Team (VWCT) facilitate the support to ensure those involved in criminal cases receive dedicated and personalised contact as required.

5.4 Each criminal case that goes to court is allocated to a Witness Care Officer (WCO), who will provide those involved with updates.

5.5 If a person is required to give evidence at court, a WCO will provide practical assistance, such as help with transport.

5.6 The team works closely with agencies such as the Crown Prosecution Service, Witness Service, and the Courts, and can refer victims and witnesses to other support options, for example those partners supporting young witnesses or domestic abuse victims.

5.7 The data in the table above provides a snapshot of the current workloads being managed by WCO’s. Cases are allocated depending on whether, at the first listing in the Magistrates Courts, it is anticipated that the defendant will plead

guilty, or not guilty or whether, because of the seriousness of the offence, the case will be heard in the Crown Court.

5.8 The court backlogs caused by the pandemic have extended the time a case takes to be heard. This in turn means that WCO's are managing contact with those involved for longer periods of time. The National Police Chiefs Council has estimated an increase in workload of Victim and Witness Care teams of 65% or more.

5.9 To address the issue and ensure victims get an appropriate service, 11 full time equivalent additional posts have been funded locally with support from the Office of the Police and Crime Commissioner. This funding is in place up to and including the financial year 2024/25.

5.10 Other work to improve victim support includes:

- A specialist WCO is being recruited who will act as a single point of contact for vulnerable or intimidated victims and witnesses who wish to give their evidence using 'special measures', such as from behind a screen, via video link or through an intermediary.
- Victims will soon have the option to complete their Victim Personal Statement online.

(6) Safeguarding Vulnerable Victims of Crime and ASB

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Supporting victims	High Risk ASB - County	16	7	9	128.6%	77.8%
	Domestic abuse crimes - Risk assessment: High	931	885	857	5.2%	8.6%
	Domestic abuse crimes - Risk assessment: Medium	4981	4676	4075	6.5%	22.2%
	Domestic abuse crimes - Risk assessment: Standard	2962	3334	3016	-11.2%	-1.8%
	Domestic abuse incidents - Risk assessment: High	92	94	96	-2.1%	-4.2%
	Domestic abuse incidents - Risk assessment: Medium	1848	1858	1791	-0.5%	3.2%
	Domestic abuse incidents - Risk assessment: Standard	4064	4529	4867	-10.3%	-16.5%
	Domestic Violence disclosures (Clare's Law)	752	643	540	17.0%	39.3%
	Child sex offender disclosures	98	91	83	7.7%	18.1%
	SARC - ISVA supported clients	883	762	742	15.9%	19.0%

Table 20: High Risk ASB Non-crimes by district, Domestic abuse crime and incidents by initial risk assessment (DVDs/CSODS/SARC)

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise stated. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

6.1 Overview

6.2 In this section the Constabulary provides an update around its operational safeguarding procedures and practices that protect vulnerable victims.

6.3 There brief is divided into two sections:

- An overview from the Safeguarding and Investigations Directorate on their work around protecting victims of serious sexual assault and domestic abuse.
- An update on how the County Policing Command (uniformed response and Neighbourhood Officers) respond to calls around anti-social behaviour and how they are managed.

6.4 The data tables presented give an overview of demand and trend indicators across the various measures. Over time they will allow the Constabulary to monitor the allocation of resources and deploy additional support to areas of emerging or persistent risk.

6.5 Update from Safeguarding and Investigations

6.6 The number of domestic abuse cases graded as high or medium risk is on the rise.

6.7 Safeguarding work is always completed for high-risk cases on the day the matter is reported to police.

6.8 A final risk grading is a subjective decision based on the experience of the assessor. The range of potential risk within the medium grade category can sometimes hinder the identification of the more serious cases. In response to this, the Constabulary is working to develop an algorithm, that will highlight those more significant cases to prioritise.

6.9 The Directorate has worked very closely with the Office of the Police and Crime Commissioner (OPCC) and other partners to ensure the successful launch of the Norfolk Integrated Domestic Abuse Service (NIDAS). NIDAS is an innovation for 2022 bringing together victim support services across the county under one umbrella. There are two benefits to this approach:

- After the initial assessment, it ensures that the most appropriate service is provided to the victim.
- By avoiding the risk of duplication, that the team offer the service to its full potential, ensuring the maximum number of referrals can be supported.

6.10 NIDAS is based within the Multi-Agency Safeguarding Hub where Police, Children and Adult Social Care, and other agencies oversee the risk management plans.

- 6.11 The Constabulary has created a Civil Orders Working Group to collate knowledge regarding the wide range of orders available to look to guide staff around best practice when advising victims.
- 6.12 The Sexual Assault Referral Centre (SARC) continues its important work of delivering a service to victims of serious sexual assault from the initial point of contact through potentially to attending court. The service is built around the work of the Independent Sexual Violence Advocates (ISVA). Targeted work has taken place to improve the contact with harder to reach groups working with partners such as the Terrence Higgins Trust and the Norfolk LGBTQ+ Project. The team have also provided training to charities working within the Black Asian Minority Ethnic (BAME) communities.
- 6.13 Update from the County Policing Command
- 6.14 The Constabulary has a documented process map for addressing anti-social behaviour (ASB) to ensure staff have best practice guidance available to them when advising a member of the public.
- 6.15 All calls to the Police Control Room regarding ASB are recorded and assessed. Those where there is a significant risk will be prioritised for an attendance.
- 6.16 All reported ASB cases have a secondary risk assessment carried out by the District Operational Partnership Team supervisors and the current policy is that any case that remains high risk following this secondary risk assessment requires immediate safeguarding and mitigation of the risk, which is then documented within the investigation enquiry log.
- 6.17 The increase in high-risk anti-social behaviour cases in year 2021-22 may have been caused by additional training given to frontline staff, during the pandemic, encouraging them to identify risks and vulnerabilities more effectively and to consider safeguarding at the earliest opportunity.
- 6.18 All high risk ASB cases are managed through the district based Operational Partnership Teams (OPT). OPT teams are required to update on the progress around any high risk ASB cases at the monthly Force wide Tasking and Coordination Group (TCG) process. Where issues indicate a longer-term solution is required a problem-solving plan will be created with OPT staff working with local Neighbourhood Policing Teams and sometimes other agencies.
- 6.19 A team of dedicated Problem-Solving Advisors has been created within the Community Safety Team. This team carry out regular scanning of ASB cases to identify those that would benefit from a problem-solving approach and are currently scoping good practice across the country.

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



ORIGINATOR: Deputy Chief Constable Megicks

REASON FOR SUBMISSION: For Information

SUBMITTED TO: PCC's Accountability Meeting – August 2022

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

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

RECOMMENDATION:

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

PILLAR 6: SAFER AND STRONGER COMMUNITIES

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Killed/Seriously Injured collisions	385	331	392	16.3%	-1.8%
	Vulnerable Killed/Seriously Injured collisions	186	179	203	3.9%	-8.4%

Table 22: Killed/Seriously Injured and Vulnerable Killed/Seriously Injured

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise noted. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

1.1 Overview

1.2 The Constabulary will provide a summary of the police work undertaken to aim to reduce the number of Killed or Seriously Injured (KSI) on the county's road network.

1.3 Data is monitored on KSI and on Vulnerable Road users as a sub-group (vulnerable road users are defined as pedestrians, cyclists, and motorbike/moped riders). Vulnerable road users form a significant percentage of the overall KSI figure.

1.4 Update on Performance

1.5 There has been a decrease in KSI collisions when compared to the long-term average. This is largely due to the effects of the Covid-19 lockdown reducing traffic on the roads in 2021 which is still part of the 12-month figures.

1.6 Traffic volumes has increased following the ending of lockdown restrictions and KSIs and vulnerable KSIs have increased in comparison to the previous 12 months. It is anticipated that the rolling 12-month KSI figures will gradually increase as a result.

1.7 Collision Hotspots

1.8 Through analysis and consultation at the Road Safety Performance and Tasking Group the below three collision hotspots have been identified and targeted through tactical plans which have included, as an example, the prioritisation of engineering works at Billockby.

Table below: Killed/seriously injured hot spots based on 3 or more collisions in a 30-metre radius.

Feb-22	A1064 Main Road J/W, B1152 Main Road, BILLOCKBY, (W3W – Setting.Visa.Roughest)	<i>Severity score = 4 (4 slight)</i> Collisions occurred predominantly on Friday, Saturday and Sundays in the afternoon between 14:00 and 17:00. All collisions involved an elderly driver (not always the driver at fault), and the collisions were caused by vehicles pulling out of the junction into the path of another vehicle.
Mar-22	B1146 Dereham Road J/W, Hempton Road, FAKENHAM, (W3W – Topics.Palaces.Took)	<i>Severity score = 4 (4 slight)</i> Collisions occurred predominantly on Thursdays in the afternoon/early evening, no particular time, and in wet/damp road conditions. The main cause of collisions were caused by vehicles pulling out of the junction, failing to give way.
Mar-22	B1108 Earham Road J/W, Gipsy Lane J/W, Earham Green Lane, NORWICH, (W3W – Divisions.Slice.Wiping)	<i>Severity score = 4 (1 serious, 2 slight)</i> Collisions occurred predominantly on Tuesdays or Fridays between 15:00-16:00. All collisions involved young drivers (however none at fault), and 2 out of 3 of the collisions involved cyclist/motorcyclist. The main cause of collisions were caused by vehicles failing to give way to cyclists when leaving the roundabout.

1.9 Norfolk Road Safety Partnership

1.10 The Norfolk Road Safety Partnership (NRSP) is a strategic alliance of key partners within the county that work together to support casualty reduction and promote safe use of the roads.

1.11 Recently the NSRP has approved funding bids for the 2022/23 financial year supporting:

- Continuing the Young Driver Education Co-ordinator (YDEC) post – This role focuses on delivering road safety awareness training in schools targeting 15–19-year-olds.
- Road Casualty Reduction Team (RCRT) – A team of police motorcyclists prioritising work around education and enforcement with a focus on vulnerable road users.
- A Commercial vehicle Unit (CVU) – A team of police officers prioritising work around education and enforcement concerning commercial vehicles (safe driving; safe carriage; safe condition; denying criminal use of such vehicles)

1.12 Operational Tasking, Road Safety Initiatives & Campaigns

1.13 In February the Constabulary supported the national campaign to target those using a phone whilst driving.

1.14 On the 16th of February traffic officers along with colleagues from the RCRT and other key partners conducted a day of action targeting poor driving standards and unsafe road vehicles. During the event 49 vehicles were stopped, 41 offences were identified and addressed, 2 vehicles seized, and 13 vehicles were prohibited (prohibition places a sanction on a vehicle either preventing its immediate use or directing a course of action be taken within a period to make the vehicle safe. Professional driving hours issues are also covered by this power).

1.15 The young person safety campaign to raise awareness around the “blind spots” on large vehicles continues with events at numerous educational establishments planned for the spring and summer months.

1.16 Update on Fatal 4 enforcement

Fatal 4 - Traffic Offence Reports (TORs)

2022	<i>Driver using Mobile</i>	<i>Seatbelt</i>	<i>Officer detected speeding</i>	<i>Camera detected speeding</i>	<i>All other Traffic Offence Reports (Officer detected)</i>
Jan	4	45	144	4279	506
Feb	10	48	158	3335	495
Mar	24	115	166	4883	620
Total	38	208	468	12497	1621

- 1.17 The table above sets out the number of traffic offence reports issued by members of the Roads and Armed Policing Team (RAPT) during the first quarter of the calendar year.
- 1.18 Innovation/Emerging use of Technology
- 1.19 The NRSP operational group are currently scoping the use of existing CCTV to collate data on vehicle speeds and behaviours to enhance the virtual reality training environment created to help enhance the young driver educational programmes.
- 1.20 Road Safety Camera Partnership Work
- 1.21 The Safety Camera Partnership continues to support road safety with the introduction this year of two new community enforcement vans, one based in Great Yarmouth and the other at Fakenham.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	ASB Environmental	573	1334	1010	-57.0%	-43.3%
	ASB Nuisance	7644	9830	9283	-22.2%	-17.7%
	ASB Personal	2000	3130	3576	-36.1%	-44.1%
	Burglary Residential	1322	1442	1812	-8.3%	-27.0%
	Solved	114	135	161	-15.6%	-29.2%
	- % solved	8.4%	8.9%	9.1%	-0.5p.p	-0.7p.p
	Vehicle crime	1402	1463	1892	-4.2%	-25.9%
	Solved	129	159	184	-18.9%	-29.9%
	- % solved	9.2%	10.9%	9.7%	-1.7p.p	-0.5p.p
	Theft of Vehicle crime	594	536	681	10.8%	-12.8%
	Solved	80	79	100	1.3%	-20.0%
	- % solved	13.5%	14.7%	14.7%	-1.2p.p	-1.2p.p
	Theft from Vehicle crime	808	957	1211	-15.6%	-33.3%
	Solved	49	80	84	-38.8%	-41.7%
	- % solved	6.1%	8.4%	7.0%	-2.3p.p	-0.9p.p
	Arson and Criminal Damage	7089	6689	7397	6.0%	-4.2%
	Solved	733	836	914	-12.3%	-19.8%
	- % solved	10.3%	12.5%	12.4%	-2.2p.p	-2.1p.p
	Robbery	344	307	394	12.1%	-12.7%
	Solved	44	48	57	-8.3%	-22.8%
- % solved	12.8%	15.6%	14.6%	-2.8p.p	-1.8p.p	
Hate crimes	1426	1347	1251	5.9%	14.0%	
Solved	162	166	167	-2.4%	-2.9%	
- % solved	11.4%	12.3%	13.3%	-0.9p.p	-1.9p.p	

Table 24: Neighbourhood crime (ASB by category, Burglary Residential, Vehicle crime, Arson and criminal Damage, Robbery and Hate crime)

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise noted. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

2.1 Overview

2.1 Since the sharp increase in anti-social behaviour incidents (ASB) in the very early stages of Covid-19 lockdown (April and May 2020), there has been a downward trend in ASB incidents for all categories. At the start of the pandemic in 2020, reports from the public were high in relation to concerns about activity in the

community. These ranged from reporting breaches of Covid-19 legislation through to lower-level concerns often relating to nuisance behaviour from neighbours whilst the country was under full lockdown measures. Whilst breaches of Covid-19 legislation were recorded as public safety incidents rather than ASB, it is likely that the reporting of these lower-level nuisances caused ASB numbers to peak overall.

- 2.2 There had been a downward trend in Vehicle crime prior to the Covid-19 pandemic and this continued through 2020. In the last 12 months, volumes have stabilised a little, showing just a -4.2% decrease compared to the previous 12 months. Worthy of note, in the west of the county, the 'Operation Moon-shot' Team have run three separate operations targeting vehicle crime offenders over the last three years. This has resulted in a number of convictions and a significant number of stolen vehicles being recovered.
- 2.3 Similarly, volumes of arson and criminal damage and robbery decreased following the onset of social restrictions linked to the Covid-19 pandemic. However, these have increased in 2021/22 as social restrictions have continued to relax. Volumes of Arson and Criminal Damage are only -4.2% below the long-term average. It is expected that volumes will continue to increase into 2022/23.
- 2.4 Hate crime reporting increased following the commencement of social restrictions linked to Covid-19 and while volumes have fluctuated, since then they have not returned to pre-pandemic levels. Efforts continue to be made by officers and staff to encourage reporting from victims of 'hidden' crimes, and those from parts of the community who may not typically report crime.
- 2.5 With the easing of the social restrictions linked to the Covid-19 pandemic, the Constabulary's traditional methods of in-person consultation and engagement with partners and communities have resumed. However, where possible, the Constabulary has also continued to maximise the use of online engagement opportunities. The efforts here are to ensure police are working collaboratively to identify, understand and address neighbourhood crime and antisocial behaviour issues.
- 2.6 On a fortnightly basis the district police commanders will meet to review emerging crime trends across the county and consider the appropriate tactical responses. This meeting also allows managers to bid for specialist resource support.
- 2.7 As befits such a serious crime, all reported robberies are reviewed by a detective sergeant. Where the result of that assessment is that the victim is vulnerable or the investigation complex, the matter will be allocated to a detective team. In other cases, other locally based teams may be asked to investigate supported by suitable guidance.
- 2.8 The commitment to delivering visible and trusted policing has been enhanced through the introduction of the Community Policing Team, a specialist resource which supports local policing teams to address crime and antisocial behaviour priorities through high visibility patrols that are focused on public engagement and targeted crime prevention activity.
- 2.9 During this reporting period the Constabulary has also increased the establishment of specialist crime prevention trained officers and has prioritised

training for frontline patrol officers in antisocial behaviour risk identification and management, and evidence-based problem solving. This recognises the vital role frontline staff have in terms of contact with the public getting the policing response right first time to prevent further crime and harm.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Mental Health Act Assessments conducted in custody	157	126	Data not available	24.6%	Not applicable
	Athena investigations tagged for MH team to review	9021	Data not available	Data not available	Not applicable	Not applicable
	Persons detained under sec 136	592	602	521	-1.7%	13.6%
	Section 135 warrants executed	61	91	72	-33.0%	-15.3%

Table 25: Mental health act assessments in custody, Athena investigations tagged for Mental Health Team to review, Persons detained under section 136 and section 135 warrants issues

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise noted. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

3.1 Overview

3.2 The Constabulary has established both a strategic and operational oversight of the police response around mental health across the county.

3.3 Strategically the Assistant Chief Constable for Local Policing sits as a member of the county level multi-agency steering group (Urgent and Emergency Care Transformation Programme Steering Group) with a work plan focused on improving the response and capability of mental health provision for the benefit of service users.

3.4 Within the Community Safety Directorate, The Constabulary has a small Police Mental Health Team that oversee the day-to-day police response around mental health across the county. They work closely with officers and other agencies with the intention of looking to improve the service delivered to those in crisis.

3.5 In addition, a team of qualified mental health nurses are based permanently within the Police Control Room providing live-time advice and guidance to officers who are dealing with persons experiencing mental health crisis as well as assisting in engagement with partner agencies.

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

3.7 Update

3.8 The number of people detained by the Constabulary using police powers under S135 and S136 of the Mental Health Act 1983 has decreased over the past 12 months.

3.9 There are however still many challenges for policing within the wider mental health system. The ability to access suitable designated places is sometimes

difficult due to these specialist suites already being in use and this often results in officers having to default to Hospital Emergency Departments.

- 3.10 The Constabulary has also seen a 24.6% increase in the number of detainees in custody presenting with mental health issues who require a formal Mental Health Act assessment. Locating suitable beds for those who are subsequently identified as requiring hospitalisation has also become increasingly difficult with detainees remaining in police custody on average for 24 ½ hours after the decision is made while this matter is addressed.
- 3.11 Within the community, officers are looking for alternative ways to support those suffering with mental health issues. The numbers of people taken to Emergency Departments by police officers as voluntary attenders specifically for mental health support has increased, and officers are now starting to use the newly introduced Community Wellbeing Hubs and Mental Health Joint Response Car as an alternative pathway.
- 3.12 Police referrals to doctors and local mental health care teams following police contact is also increasing to ensure that earlier intervention opportunities are identified. The Police Mental Health Team are routinely engaged in multi-agency meetings at both individual and system level to identify patterns and trends to improve support and assist in wider system development.

(4) Promote Crime Prevention Initiatives

4.1 Overview

4.2 Crime Prevention as a portfolio is owned on behalf of the Constabulary by the Community Safety Command. The team has delivered numerous crime prevention initiatives and has supported campaigns led by other agencies across the reporting period.

4.3 Update

4.4 Operation Glade is the Constabulary's response to drinks spiking / spiking by injection. The Constabulary has actively supported the Norfolk and Norwich University Hospital Anti-Spiking Campaign working in partnership with licensees across the county and the Office of the Police and Crime Commissioner. Funding was secured for test kits and training was delivered to staff working in the licensed trade to raise awareness and improve the response.

4.5 The Constabulary Rural Crime Team worked with the Forestry Commission to display signage in locations that are vulnerable to unlicensed music events to serve as a deterrent.

4.6 The Constabulary worked with the Environment Agency and the Angling Trust to raise awareness of the coarse fishing closed season which commenced on 15th March, producing communications in several languages warning about the consequences of illegal fishing.

4.7 Operation Seabird work continued. This is a joint programme with the Royal Society for the Prevention of Cruelty to Animals (RSPCA) which aims to educate and inform visitors to the coastline to reduce the risk of humans disturbing the environment for wildlife.

4.8 During the period significant work has been done on issuing crime prevention advice in relation to fuel thefts and agricultural vehicle GPS thefts.

4.9 Following a series of post box thefts in rural areas towards the end of 2021, Rural Crime Teams worked with the Royal Mail and Crimestoppers, making use of local and national media and crime prevention tactics, including trackers and forensic marking. No further post box thefts have occurred since the operation was put in place.

4.10 The Safer Schools Partnership Team ran four webinars for parents and professionals in February 2022 to support “Safer Internet Day”. In addition, they also supported the delivery of the Crucial Crew programme. This is a multi-agency safety event for Year 6 pupils, and the input reached around 800 children in the Breckland area in March 2022.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Special Constabulary establishments	180	170	185	5.9%	-2.7%
	Special Constabulary hours	41,326	47,843	53,441	-13.6%	-22.7%
	Special Constabulary duties	6111	6021	6929	1.5%	-11.8%
	Special Constabulary events	410	256	836	60.2%	-51.0%
	Police support volunteers establishments	109	112	121	-2.7%	-9.9%
	Police support volunteers hours	9651	6585	11,597	46.6%	-16.8%
	Police support volunteers duties	2416	1477	2933	63.6%	-17.6%
	Police support volunteers events	Data not available*			Not applicable	

Table 26: Establishments, hours, duties and events for Special Constabulary and establishments, hours, and duties for Police support volunteers

*Police support volunteer events are not recorded.

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise noted. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

Area	Indicator	March 2022 only
Safer and stronger communities	Cadet establishments	105
	Cadet hours	15*
	Cadet duties	15
	Cadet events	2

Table 27: Establishments, hours, duties, and events for Cadets

*This is a count of activity hours, not hours multiplied by number of Cadets

Area	Indicator	Last 12 months
Safer and stronger communities	Community Speed watch - Schemes	94
	Community Speed watch - Members	842
	Community Speed watch - Letters issued	15,225

Table 28: Community Speed watch: Schemes, members and letters issued

5.1 Overview

5.2 Volunteers provide valuable support to the Constabulary across a range of roles including those that carry warranted powers of a Special Constable (SC).

5.3 Within this section the Constabulary will provide a short summary of key developments for:

- The Special Constabulary – volunteer officers with warranted police powers
- The Police Cadets – volunteer 13–16-year old's that help deliver policing initiatives
- Police Service Volunteers – Those that work alongside officers and staff to assist a police department or team
- Speedwatch – A volunteer team that help make the road network safer through educating the public about speed.

5.4 Special Constables

5.5 During the covid period a number of furloughed Special Constables completed a high number of duty hours supporting local policing teams. With the lifting of restrictions and with people returning to their day jobs there has been a natural return to pre-covid volunteering levels.

5.6 Special Constabulary recruitment has been active in the last 12 months via the platform, and June 2022 will see the return of face-to-face interactive recruitment events showcasing the role. Other opportunities will be scheduled for the remainder of the year at various locations across the county.

5.7 Recruitment into the regulars from the Special Constabulary continues and it's noted that several applicants apply to join within a few months of starting. This of course causes a turnover but for context, Norfolk has the lowest percentage of leavers in the region and has the highest percentage of those leaving joining the regular Constabulary.

5.8 Police Support Volunteers

5.9 Police Support Volunteer opportunities are re-activating after they were shut down during Covid-19. There has been significant interest in applicants for the "Wellbeing Dogs" initiative, where volunteers will bring their animals into police stations to meet with staff and officers.

5.10 Police Cadets

5.11 The Constabulary has recently employed a Cadet Programme Manager and this role will continue to progress the development of this Youth Engagement project. Norfolk Police currently has 105 cadets with this figure set to rise

following lifting of covid restrictions.

5.12 Speedwatch

5.13 The Community Speed Watch (CSW) programme empowers communities to play an active role alongside the Safety Camera Partnership in tackling the problems of speeding in their neighbourhood.

5.14 Currently there are 94 active CSW teams across Norfolk with over 800 volunteer members, in the previous 12 months the scheme has sent out 15,225 advisory letters to motorists detected travelling over the speed limit predominantly within rural communities. On average each team deploy two or three times per month.

5.15 The CSW Coordinator maintains regular contact with all teams providing support and advice as well as processing all the teams returns and dealing with public enquiries. There are ongoing plans working with Partners (NCC and Norfolk Fire and Rescue) to develop a more impactful advisory letter with links to wider road safety advice.

5.16 There is likely to be an increase in the team numbers over the next year with increased interest from communities in starting their own schemes following the COVID Pandemic.

END.

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