

## PCC ACCOUNTABILITY MEETING

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

**Date: Tuesday 25 October 2022**

**Time: 10:00am**

**Venue: Council Chamber, Norfolk County Council,  
County Hall, Norwich**

### 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 previous meeting held on Tuesday 16 August 2022	Page 3
4.	10:05am	Public Questions	Verbal Update
5.	10:25am	HMICFRS PEEL 2021/22 – An inspection of Norfolk Constabulary	Page 12
6.	10:45am	Police, Crime & Community Safety Plan 2022-24: 'Sustain Norfolk Constabulary'	Page 62
7.	11:00am	Police, Crime & Community Safety Plan 2022-24: 'Visible and Trusted Policing'	Page 75
	11:15am	Refreshment break (if required)	
8.	11:45am	Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'	Page 87
9.	12:00pm	Police, Crime & Community Safety Plan 2022-24: 'Prevent Offending'	Page 98

10.	12:15pm	Police, Crime & Community Safety Plan 2022-24: 'Support Victims'	Page 110
11.	12:30pm	Police, Crime & Community Safety Plan 2022-24: 'Safer and Stronger Communities'	Page 120
12.	12:45pm	Emerging Operational/Organisational Risks	Verbal Update
13.	1:00pm	A.O.B.	
14.	<u>Date of Next Scrutiny Meetings</u> Estates Governance Board: Thursday 3 November 2022 from 2:00pm – 4:00pm  Strategic Governance Board: Tuesday 15 November 2022 from 2:00pm – 4:00pm  PCC Accountability Meeting: Tuesday 31 January 2023 from 10:00am – 1:00pm		

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**MINUTES OF THE PCC ACCOUNTABILITY MEETING HELD ON TUESDAY  
16<sup>TH</sup> AUGUST 2022 AT 10:00 A.M. AT BRECKLAND COUNCIL, DEREHAM.**

**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 Dean	Chief Superintendent, Norfolk Constabulary
Mr M Cooke	Superintendent, Norfolk Constabulary
Ms S Lister	Director of Performance and Scrutiny, OPCCN
Mr J Stone	Head of Performance and Scrutiny, OPCCN
Mr D Neave	Performance and Scrutiny Assistant, OPCCN
Ms G Wreford	Head of Finance, Norfolk Constabulary

Apologies for absence:

Ms J Penn	Chief Finance Officer, OPCCN
Ms H Johns	Communications Manager, OPCCN
Dr G Thompson	Director of Policy, Commissioning and Communications, OPCCN
Ms N Atter	Corporate News Manager, Norfolk Constabulary
Mr P Jasper	Assistant Chief Officer, Norfolk Constabulary
Mr E Bridger	Temporary Assistant Chief Constable, Norfolk Constabulary

Before addressing the agenda items, the Police and Crime Commissioner (PCC) thanked members of the public for attending, thanked Breckland Council for hosting and thanked all those that worked on creating the papers.

The PCC apologised for the postponement of this meeting from the 3rd of August due to illness. The PCC explained the purpose of this meeting is to hold the Chief Constable to account for the policing service delivered in the county and the public setting allows for further transparency in doing so.

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

There were none declared.

## **3. To Confirm the Minutes of the Meeting Held on the 3rd of May 2022**

The minutes were confirmed with no objections. There were no actions to be completed from the last meeting.

## **4. PAM Public Questions**

Q1) A resident from the King's Lynn area stated that she understands it's illegal to use an electric scooter on public roads, yet when walking around the Wootton area she sees an increasing number of these machines being used. She states that the users are a danger to themselves and a danger to walkers, cyclists and families using the cycle paths and recreational spaces. What are the Police currently doing in relation to this activity?

The Chief Constable (CC) recognised that it is an issue across the county and that there is public confusion on what can and can't be done regarding e-scooters. In places like Norwich, there are trials where scooters can be hired and legally rode. However, privately owned e-scooter cannot.

The CC explained there have been national campaigns to improve understanding by the Constabulary and the National Police Chiefs Council. Warnings and enforcement have been completed by the Constabulary; however, a major issue is that they can be bought by people who don't know the rules in place.

Norfolk Constabulary stop people regularly on e-scooters, individuals provide their details, and if it is their first time being stopped and they were simply unaware of the law, they are advised and told to walk the scooter home. On a second stop, enforcement takes place, the scooter is seized, and they may be subject to a range of traffic offences.

In the Kings Lynn area, local Beat Managers have been visiting retailers to ensure guidance on the laws around e-scooters is understood and that potential customers are being made aware of the law. The CC expects that legislation will change around e-

scooters as he suspects they will become more frequently used.

Q2) A member of the public is seeking some reassurances around shotgun licenses. She states that simply extending shotgun licenses, even short term, means that the necessary scrutiny and health checks are not being undertaken in a timely manner. She asks what is being done to reduce the backlog in renewing shotgun licences in Norfolk and when the expected backlog will be eliminated?

The CC confirmed there is a backlog which is partly due to Covid and the sheer volume of firearms across Norfolk and Suffolk, with 45,000 licenses being issued. It is also due to the cost of administering the scheme which is subsidised by Norfolk and Suffolk Constabularies as the administration costs more than the licence fees. The backlog is also partially due to delays from medical professionals who are required to provide certificates. The Constabulary is managing this risk by prioritising those who already have firearms, rather than those who are applying for new licences.

The Deputy Chief Constable (DCC) explained that although they do not have the exact figure of the backlog as it changes regularly, it is between 0.1%-0.3% of the total licences issued across Norfolk and Suffolk. The Constabulary carefully manages the risks around firearms and there are mechanisms in place including daily risk assessment checks. If the Constabulary has concerns about the holder of the firearm, then the firearm will be seized.

The CC confirmed that the intention for the backlog is zero. This is something that could be achieved more quickly, however, it would mean resources such as front-line officers that are needed elsewhere are moved into this area.

Q3) The PCC had a question relating to knives and the reports in local papers about stabbings in Norwich. Is violence in Norwich increasing, should the public be concerned and what is the Constabulary doing to get on top of this?

The CC recognised that in the past few weeks there has been media attention on this issue and that the Constabulary didn't have the opportunity to set out what happened. All those involved in the stabbings knew each other and had existing grievances; these are not random attacks and the risk to the public is no higher now than it has been in the past. Although violent crime statistics may have risen, this is mainly driven by changes in recording rules and better recording. As a result, one incident may have multiple crimes recorded. The three main reasons for violent crimes being recorded are domestic violence, supply of illegal drugs and alcohol consumption.

The PCC questioned whether perceptions of violent crime have changed. The CC conceded that it is a challenge to ensure balanced stories are published and stated that although there is a good relationship between the Constabulary press office and local media, there are timescale pressures where the media want information to be shared quickly and clarity on what has happened could be missed.

Q4) The PCC had a question relating to sustaining community policing during the summer period, particularly in rural districts like North Norfolk. There are concerns that Beat Officers are abstracted for response roles, what can be done to fix this problem?

The CC confirmed that the Constabulary is made up of 1,800 officers and Norfolk is halfway through training 224 new Police Officers as part of the Governments pledge of recruiting 20,000 more officers nationally across all forces. This takes the numbers back to pre-austerity levels; however, Police Staff numbers are still below previous levels and training of new Police Officers takes time.

On any given shift there are usually 60-65 response officers on duty, but they can be assisted by others including firearms and traffic officers. The population of the county increases during the summer months with tourists and this July saw the highest monthly volumes of 999 calls ever. Many of these calls are not traditional police calls with an increasing number being mental health related or requests to assist other agencies, such as the Ambulance Service.

The Assistant Chief Constable (ACC) added that there is an Operational Planning Group and a Resource Management Unit that manages and anticipates where demand and resources are needed. A principal rule is the abstraction of Beat Managers is to be a last resort, and abstraction to a response role is only 1.5% during the summer. Local neighbourhood Sergeants and Inspectors also work with Beat Managers to ensure that time and resources are allocated correctly.

The PCC followed up with a question about 999 and 101 call times.

The CC explained that the same staff members answer both 999 and 101 calls. They prioritise 999 calls which have increased considerably over the last two years. This has an impact on 101 calls wait times; however, 90% of 101 calls are answered within 14 minutes. While the CC wishes for call answering times to be reduced, Norfolk Constabulary statistics are better than many other forces and other public services.

With the recent precept funding, there have been additional resources added to the Control Room to enhance the switchboard. The average time for calls to be answered is 26 seconds and allows for efficient diversions to other services. The DCC added that the switchboard undertakes a risk assessment to appropriately channel the call and, if appropriate, be reallocated to 999. Shift patterns of call takers are to be adjusted in the near future to better reflect patterns of call demand.

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

The PCC stated that the Police Officer pay award is 5% and Police Staff pay is likely to be renegotiated. He asked that if staff costs amount to 86% of the Constabulary budget, how does the CC plan to absorb such an increase?

The CC welcomed the increase as it ensures pay remains competitive, however he explained that paying for this is very difficult. The Constabulary budgeted for a 3% increase, so tough decisions are needed, although it is too early to say what specific decisions will be made. In addition to this, inflation in relation to areas such as fuel costs has increased and quotes on contracts with suppliers have increased too.

The PCC noted the pay increase will be on 1<sup>st</sup> September and that the Constabulary currently does not know what the budget will be for next year. The CC acknowledged this and made clear that a police service will remain and meet the challenges, however, he repeated that difficult decisions are needed. The PCC explained that he has a meeting with the Minister for Crime and Policing and budgeting will be a topic discussed.

The PCC asked for an update on plans for the rest of the Uplift Programme. He asked if the Constabulary could be looking at a scenario where they have to cut Police Officer recruitment and take the financial penalty for this by the Home Office?

The CC explained that it is difficult to form a view as the financial penalties are not known. Once the penalties are known, a decision can be made on how taxpayers' money is best spent.

The DCC stated that recruitment is now operating under the Police Education Qualification Framework and that the delay in doing this was to allow the Constabulary to learn from other forces. It was explained that there are two entry streams with 68 recruits in the degree-holder stream and 64 recruits in the degree apprenticeship stream. The DCC confirmed that the force is continually advertising and is confident the target of 224 new officers can be met.

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

The PCC stated Safer Neighbourhood Action Panels (SNAP) are part of the Constabulary's engagement with the community. Face-to-face meetings shut down due to Covid restrictions, so the PCC asked if the Constabulary is reintroducing face-to-face meetings or looking at a hybrid approach?

The ACC confirmed that the Constabulary is moving to a hybrid approach. During Covid, online meetings were set up and now there will be a mix of face-to-face meetings in local communities and offering online viewings. 75% of SNAP meetings are currently hybrid and the Constabulary is aiming for all these meetings to be hybrid to increase participation.

The PCC commented that he often receives requests for Police Officers to attend local Parish Council meetings. He recognised that this would take up a lot of time and resources, so he will push back and suggest people attend SNAP meetings instead.

## **7. Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'**

The PCC asked about media articles analysing the disproportionality of ethnic minority groups

being stopped and searched. The PCC asked why this is the case, whether is it an issue in Norfolk and what can be done about this?

The ACC acknowledged that disproportionality exists and referred to the Lammy Review. In terms of disproportionality in Norfolk, the upcoming Census data will have an impact on statistics as it is expected to show that the local ethnic minority population has increased. 'County Lines' is the main driver of stop and search disproportionately in Norfolk as this is used carefully as a response to this criminality. The ACC explained that some vulnerable Black, Asian and Minority Ethnic people, who do not reside in Norfolk, visit Norfolk from other areas. The DCC added that the Constabulary considers the community consequences and engages with the Race Action Plan as well as working with the Black Police Association to reflect on practices. The DCC pointed out the amount of training completed with officers, which includes training with external groups. This training ensures that officers in the Constabulary remain up to date with training regarding disproportionality.

The PCC asked if there have been any issues arising from the Independent Advisory Group (IAG) reports on stop and search?

The DCC commented that body-worn video is viewed for audit and there is nothing of great concern coming up. The ACC added that when viewing the videos, the clips show stop and search is almost always done very well as it shows officers explaining the grounds and showing respect. He commented that the written reports by Police Officers carrying out the stop could be improved; however, a new refresher programme is being produced and auditing is taking place.

The PCC asked what domestic abuse training for officers has been put in place?

The DCC outlined some of the significant training available and explained there are often training days for officers. There is a huge number of checklists and aide memoirs that have been created for officers through Operation Investigate. The ACC added that the amount of training has massively increased in the last 30 years. Chief Superintendent (Ch/Supt) Dean explained that all the training discussed is available online for officers and they can access it at any time. The PCC recognised the amount of learning asked of officers is large. The CC raised his concerns that although all training is best-intentioned, the amount of training can needlessly complicate some things.

The meeting had a short break and reconvened at 11:35hrs.

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

The PCC asked the Constabulary to outline its work on anti-slavery and queried what the scale of the problem is?

Ch/Supt Dean explained that there is a Modern Slavery Coordinator and a Multi-Slavery



Detective Sergeant who helped to establish the Norfolk Anti-Slavery Network.

The PCC asked for a definition of what is meant by slavery?

Ch/Supt Dean stated it has a wide definition including sex work and domestic servitude. The PCC asked about the scale of the problem, however Ch/Supt Dean explained it is very difficult to say as they can't provide an exact number. It is agreed, however, that it is increasing in volume. The DCC concluded that many difficulties exist; for example, some victims do not see themselves as victims and others are so controlled that they are not able to access support or report crimes.

The PCC asked if it is a growing problem post Brexit?

The CC explained that there may not be connections to Brexit, however, we are currently in an environment where cases will increase. This is due to the difficult economic times ahead and the willingness of consumers to pay less for services.

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

The PCC asked what the impact is on witnesses, and victims due to the delays in waiting for court appearances. He commented that the report states workloads for Witness Care Officers have increased by 65% nationally and asked how the picture looks in Norfolk?

Ch/Supt Dean explained the Witness Care Unit is a joint unit with Suffolk Constabulary and thus it's difficult to give Norfolk only details. She explained however that the unit is managing 392 Crown Court cases, 407 not guilty anticipated pleas at Magistrates Court, and 656 guilty anticipated pleas at Magistrates Court. The workload increase in Norfolk is similar to the 65% increase experienced nationally which has caused a real challenge, especially on Friday afternoons. Delays have had a massive impact on witnesses and victims, and it is anticipated that levels will return to pre-Covid levels in 2025.

The PCC noted that the Witness Care Officers might get the blame whenever there are delays. Ch/Supt Dean agreed and explained that the barrister strikes have, and will continue to have, an impact on delays and that victims' and witnesses' lives are put on hold.

The PCC voiced his frustrations with the delays and victims who are being let down. The CC agreed and noted that there is now a growing number of rape and serious sexual offences being reported and delays at court are having a massive impact on people. The PCC expressed his wish for a Nightingale court option to be put in as a possible solution but conceded this is unlikely to happen.

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

The PCC reviewed data from the reports and noted it is encouraging to see so many offences

decreasing. However, he expressed his concern that solved rates are also going down.

The ACC explained that although it is the Constabulary's mission to solve crime, some of the challenges the force faces have already been discussed today. It was explained that National Crime Recording Standards have changed in recent years which means Norfolk Constabulary is recording more crime than previously which has had an impact on the solved rate figures. Many crimes today have a digital aspect that complicates investigations and some of these are out of the Constabulary's jurisdiction. The ACC also explained that the workforce is now less experienced, due to there being a younger workforce overall, and that there is a national shortage in detectives.

Some solutions outlined include Operation Solve, Operation Investigate, Operation Discovery who are piloting new ideas in the west of Norfolk and resources being put into digital investigators.

The PCC noted the current political leadership contest and pointed out upcoming potential political pressure on burglary investigations. The CC explained that it would not be possible to attend every burglary with Forensics, however, every crime would be assessed to determine if it would be appropriate to attend. The CC highlighted that the best use of policing resources is required and gave an example whereby someone walking into an unlocked home and stealing a low-value item should not be treated by Forensics Services as more urgent than other crimes. The use of Forensic Services is always assessed on whether the chance of a positive forensic hit is possible.

The CC explained that there is political and media pressure to deal with traditional crimes but noted the amount of non-crimes police are currently dealing with, including calls and demands related to mental health issues and the Ambulance Service.

The PCC asked how the Norfolk and Suffolk Mental Health Trust are doing and what the Constabulary is having to do to help them?

The ACC raised his concerns about the number of people in the community in a mental health crisis. There is currently an impact on policing due to the number of people arrested who appear in custody with clear mental health concerns, and he highlighted the findings in the report which show 109 people have been detained under the Mental Health Act in custody in the last twelve months compared to 91 people in the previous year. The ACC explained that there is a shortage of mental health beds which means that people are having to stay in custody for extended periods of time while waiting for a bed to become free. These people need to be monitored which results in custody staff and Police Officers having to be abstracted from other duties. The ACC explained that officers are also finding that once they have detained someone under Section 136 of the Mental Health Act, they are spending a considerable amount of time waiting for a bed to be available at one of the mental health suites.

The Constabulary has a mental health Inspector and support of mental health nurses embedded in the control room who can provide guidance and support to officers. The ACC

made clear that the main problem is still a lack of beds and staff at the Trust. Although the Trust recognises this and has a plan, it will not be resolved in the short term.

The PCC shared positive news he had been hearing from others about the police response to the recent fires in Norfolk. He requested that the Constabulary comment on the resourcing pressures it caused.

The CC stated that the most challenging day was the week beginning the 16<sup>th</sup> of July with major fires in multiple locations across Norfolk. The CC thanked the Norfolk Fire and Rescue Service and stated that in all incidents there needed to be a police presence, whether it be shutting down roads or getting residents to safety.

The CC wished to put on record all the good work of those involved in dealing with these incidents but wanted special recognition for the officers who dealt with the fires in Ashhill. It is the CC's belief that those who attended these fires saved lives. The DCC also commented that unfortunately there are also ongoing criminal investigations on the back of the heatwave and gave an example of an off-duty officer discovering two men deliberately starting fires in the west of the county.

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

It was agreed that all the emerging risks had been discussed in the meeting, with the main risk being the ever-increasing operational demand and challenging financial climate.

#### **12. AOB**

There was nothing discussed under AOB.

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

The next meeting is scheduled to take place on Tuesday 25<sup>th</sup> October 2022 at a venue to be confirmed.



Giles Orpen-Smellie  
Police and Crime Commissioner



Paul Sanford  
Chief Constable

# PEEL 2021/22

## Police effectiveness, efficiency and legitimacy

An inspection of Norfolk Constabulary

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# Overall summary

## Our judgments

Our inspection assessed how good Norfolk Constabulary is in nine areas of policing. We make graded judgments in eight of these nine as follows:

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

We also inspected how effective a service Norfolk Constabulary gives to victims of crime. We don't make a graded judgment in this overall area.

We set out our detailed findings about things the force is doing well and where the force should improve in the rest of this report.

## Data in this report

For more information, please [view this report on our website](#) and select the 'About the data' section.

## Important changes to PEEL

In 2014, we introduced our police effectiveness, efficiency and legitimacy (PEEL) inspections, which assess the performance of all 43 police forces in England and Wales. Since then, we have been continuously adapting our approach and this year has seen the most significant changes yet.

We are moving to a more intelligence-led, continual assessment approach, rather than the annual [PEEL inspections](#) we used in previous years. For instance, we have integrated our rolling crime data integrity inspections into these PEEL assessments. Our PEEL victim service assessment will now include a crime data integrity element in at least every other assessment. We have also changed our approach to graded

judgments. We now assess forces against the characteristics of good performance, set out in the [PEEL Assessment Framework 2021/22](#), and we more clearly link our judgments to causes of concern and areas for improvement. We have also expanded our previous four-tier system of judgments to five tiers. As a result, we can state more precisely where we consider improvement is needed and highlight more effectively the best ways of doing things.

However, these changes mean that it isn't possible to make direct comparisons between the grades awarded this year with those from previous PEEL inspections. A reduction in grade, particularly from good to adequate, doesn't necessarily mean that there has been a reduction in performance, unless we say so in the report.

## **HM Inspector's observations**

I am pleased with the performance of Norfolk Constabulary in keeping people safe and reducing crime. I am satisfied its performance has been maintained or improved in most areas, but there are some areas in which it needs to improve.

These are the findings I consider most important from our assessments of the constabulary over the past year.

The force's approach to planning and finances is outstanding and makes sure that the public of Norfolk receive a good service despite the pressures of increasing demand. It is making excellent use of data from its own systems and from partner organisations. This gives senior and operational leaders a comprehensive understanding of demand, risks and opportunities.

The force has improved its crime investigation, but more needs to be done. It has invested a lot of time and effort in giving its staff the skills and ambition to carry out excellent crime investigations for victims. Improvements are evident and there are more effective investigations now than there were in the past. However, there is still scope for improvement as supervision can be variable, and in some cases investigative opportunities aren't taken.

The force must become much more consistent at completing initial risk assessments when victims get in touch. The [control room](#) makes use of the [threat, harm, risk, investigation, vulnerability and engagement \(THRIVE\) risk assessment model](#). However, its use is inconsistent and too many victims, including vulnerable victims, aren't being risk-assessed as they should be.

The force is good at tackling crime, incidents and vulnerability through a focus on prevention activity. It has many initiatives that are making a difference to victims of crime and those who might be drawn into crime. The force needs to get better at assessing and evaluating problem-solving activity, so it can share learning and successful methods.



Leadership of the force is strong and ethical, and staff feel valued and have a sense of belonging. It is pleasing to see that wellbeing is a central theme throughout the force.

My report sets out the fuller findings of this inspection. While I congratulate the officers and [staff](#) of Norfolk Constabulary for their efforts in keeping the public safe, I will monitor their progress towards addressing the areas for improvement I have identified.



**Roy Wilsher**

HM Inspector of Constabulary

## **Reducing crime assessment**

We have established seven themes underpinning a force's ability to reduce crime effectively. Taken together, they allow an assessment of how much the force is doing to reduce crime. This is a narrative assessment, as police-recorded crime figures can be affected by variations and changes in recording policy and practice, making it difficult to make comparisons over time.

The force is focused on crime prevention and is developing its problem-solving ethos. Neighbourhood governance and performance meetings are focused on prevention. Good data analysis helps focus problem-solving activity. Local officers working with partner agencies make good use of preventative tactics.

Organisations are working well alongside the force to reduce crime and [anti-social behaviour \(ASB\)](#).

The constabulary, working with the office of the [police and crime commissioner](#) and partner agencies, prioritises early intervention work particularly directed towards children and young people who have encountered the criminal justice system or are in danger of doing so. It refers them to supportive projects intended to deter them from offending.

Other factors contributing to the force's ability to reduce crime are:

- its excellent grasp of the demand for and use of data to focus activities;
- how it carries out effective media campaigns, using social media and traditional methods to raise awareness regarding crime and crime prevention;
- its Early Help partnership hubs, which bring together partner organisations working with vulnerable children, families and, increasingly, adults to resolve their problems;
- its operational partnership team, which works with partner organisations to resolve ASB affecting [vulnerable people](#);
- its use of a range of specialists, including problem-solving tactical advisors, safer schools officers and a 'design out crime' role. They also help the force's communities and partner organisations to prevent crime; and
- its effective [integrated offender management \(IOM\)](#) programme, focusing on people who commit high levels of crime, and its [domestic abuse](#) offender scheme.

I am pleased that the force is addressing the right areas of policing to reduce crime.

But the following areas may negatively affect the force's ability to reduce crime:

- It doesn't always establish repeat victims at the first point of contact.
- It doesn't always give crime prevention or scene preservation advice at the first point of contact.
- It doesn't always complete initial needs assessments in all appropriate cases.
- It doesn't always investigate crime promptly and effectively.

# Providing a service to the victims of crime

## Victim service assessment

This section describes our assessment of the service victims receive from Norfolk Constabulary, from the point of reporting a crime through to the outcome. As part of this assessment, we reviewed 90 case files as well as 20 each of cases where the victim supports police action but evidential difficulties prevent further action, the victim doesn't support or has withdrawn support for police action, and offences finalised because the prosecution time limit has expired. While this assessment is ungraded, it influences graded judgments in the other areas we have inspected.

### **The force isn't accurately assessing the risk and vulnerability of victims who contact the police**

When a victim contacts the police, it is important that their call is answered quickly and that the right information is recorded accurately on police systems. The caller should be spoken to in a professional manner. The information should be assessed, taking into consideration threat, harm, risk and vulnerability. And the victim should get appropriate [safeguarding](#) advice.

The force needs to improve the time it takes to answer emergency calls as it isn't always meeting national standards. It also needs to improve its answering of non-emergency calls to prevent them being abandoned by the caller. When calls are answered, the victim's vulnerability is often not assessed using a structured process. Repeat victims aren't always identified, which means this isn't considered in the force's approach to the victim. Victims aren't always given advice on crime prevention and how to preserve evidence.

### **The force mostly responds to calls for service promptly**

A force should aim to attend incidents within its published time frames, based on the prioritisation given to the call. It should change call priority only if the original prioritisation is deemed inappropriate, or if further information suggests a change is needed. The approach should consider risk and victim vulnerability, including information obtained after the call.

On most occasions the force responds to calls to incidents appropriately, and we found that attendance was within the published force timescales. However, on the few occasions there was a delay in attending, victims weren't always updated about

the delay. For non-emergency calls the force has an appointment system, which was used effectively. Appropriate staff were allocated to attend incidents.

### **The force allocates crimes to appropriate staff, but victims aren't always informed if their crime isn't going to be investigated further**

Police forces should have a policy to make sure crimes are allocated to appropriately trained officers or staff for investigation or, if appropriate, not investigated further. The policy should be applied consistently. The victim of the crime should be kept informed of the allocation and whether the crime is to be investigated further.

We found that the arrangements for allocating recorded crimes for investigation were in accordance with the force policy. In nearly all cases the crime was allocated to the most appropriate department for further investigation. However, victims weren't always told that their crime report wouldn't be investigated further. This is important for giving victims an appropriate level of service and managing expectations.

### **The force isn't always carrying out thorough and prompt investigations, and victims aren't always updated on the progress of their investigation**

Police forces should investigate reported crimes quickly, proportionately and thoroughly. Victims should be kept updated about the investigation, and the force should have effective governance arrangements to make sure investigation standards are high.

We found that investigations were sometimes not carried out promptly, and relevant lines of inquiry weren't completed. There was frequently a lack of effective supervision of investigations. This resulted in some investigations being neither thorough nor prompt. Victims are potentially being let down and offenders aren't being brought to justice. Victims weren't always kept updated about the progress of the investigation, particularly for serious crimes. This can result in victims losing confidence in the investigation. When domestic abuse victims withdrew their support for a prosecution, the force didn't always consider the use of orders designed to protect victims, such as a Domestic Violence Protection Notice ([DVPN](#)) or Order ([DVPO](#)). Obtaining such orders is an important method of safeguarding the victim from further abuse in the future.

Under the [Victims' Code of Practice](#), a needs assessment must be conducted at an early stage to decide whether victims need additional support. The outcome of the assessment and the request for additional support should be recorded. The force isn't always completing the victim needs assessment, which means not all victims will get the appropriate level of service.

## **The force isn't always using the appropriate outcome or obtaining an auditable record of the victim's wishes**

The force should make sure it follows national guidance and rules for deciding the outcome of each report of crime. In doing so, the force should consider the nature of the crime, the offender and the victim. And it should show the necessary leadership and culture to make sure outcomes are appropriate.

When a suspect is identified but there are evidential difficulties in taking a prosecution forward, the victim should be told about the decision to finalise the investigation. We found that not all victims were informed by the force of the decision to take no further action and to finalise the crime.

Where a suspect is identified but the victim doesn't support, or withdraws support for, police action, the force should have an auditable record to confirm the victim's decision so that it can close the investigation. Evidence of the victim's decision was absent in most cases we reviewed. This means there is a risk that victims' wishes aren't being fully represented and considered before the crime is finalised.

A crime that can only be prosecuted at a magistrates' court must commence a prosecution within six months of the offence. A crime can be finalised if a suspect is identified but the time limit has expired. We found that the force used this outcome incorrectly on several occasions.

# Engaging with and treating the public with fairness and respect

Requires improvement

Norfolk Constabulary requires improvement at treating people fairly and with respect.

## Area for improvement

### **The force needs to make sure that officers properly record their grounds for stop and search**

Our audit of stop and search records looks at the grounds the searching officer has recorded. We want to know whether the grounds they relied on when using their [stop and search powers](#) were reasonable.

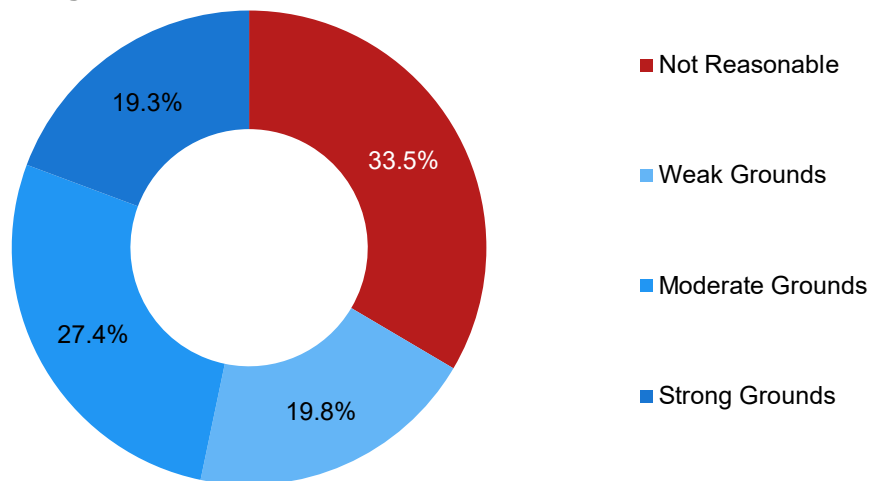
The officer doesn't need to provide unnecessarily detailed information. But the record must be specific and detailed enough for someone else to judge whether a reasonable person with the same information would also have suspected the person searched was carrying the item sought. The grounds must be written clearly enough for the person searched to understand them if they ask for a copy of the record.

Accurate recording of encounters makes scrutiny possible, both internally (by supervisors and at force level) and externally (by the public), which in turn helps the force to improve and better understand its use of the power.

During our inspection, we reviewed a sample of 263 stop and search records from 1 January to 31 December 2021. On the basis of this sample, we estimate that 66.5 percent (with a confidence interval of +/- 5.5 percent) of all stop and searches by the force during this period had reasonable grounds recorded. This presents a deterioration when compared with the findings from our previous review of records from 2019, where we found 76.9 percent (with a confidence interval of +/- 4.6 percent) of stop and searches had reasonable grounds recorded. Of the records we reviewed on people from ethnic minority backgrounds, 12 of 23 had reasonable grounds recorded.

Of the 263 records we reviewed, 34 percent weren't performed on reasonable grounds, 20 percent were considered 'weak grounds', 27 percent were considered 'moderate grounds' and 19 percent were performed on 'strong grounds'. The force must improve how officers record the grounds for stop and search or risk the public losing confidence in its use of these powers.

**Figure 1: Reasonableness of grounds for Norfolk Constabulary stop and search cases in the year ending 31 December 2021**



## Main findings

In this section we set out our main findings that relate to treating people fairly and with respect.

### The force works with diverse communities to understand what matters to them

The force's engagement strategy recognises that working with communities and giving people a platform to communicate are central to good and effective policing. Norfolk Constabulary has introduced the concept of hyperlocal communications, which means that communications and interactions are 'as local as possible'. The force has introduced local communications officers (LCOs) to lead the hyperlocal communications. The LCOs manage and monitor the local social media accounts for their area. They share information with the public about the force's work relating to crime, priorities, activities and outcomes. They also update communities on up-and-coming engagement events. Crucially, the role includes being proactive to concerns and complaints raised on social media, bringing them to the attention of local beat officers. This allows a swift and focused approach to the community problems raised.

The LCOs are focusing on those communities that traditionally interact less often with, or may have lower levels of trust and confidence in, the police. One example is an LCO who set up bimonthly meetings with representatives of the deaf community. She gave advice about fraud and raised awareness of the 'call 55' silent solutions

facility. This allows the caller, by dialling 55 once the 999 service has been accessed, to alert the police that they need help but can't speak.

Local beat officers are responsible for much of the routine work with communities and have a visible footprint in their areas. The force is making excellent use of StreetSafe, which is a national scheme for people to tell the police anonymously about public spaces where they feel unsafe because of poor street lighting or vandalism for example. The scheme has been used over 600 times in the county since it began in October 2021. The force regularly updates the public about what they have done to address concerns. Often this includes publishing photographs of officers at the notified location.

The force uses both digital and more traditional ways of keeping in touch with communities. Digital platforms include Facebook and Instagram. Non-digital communication includes:

- attending meetings;
- police surgeries;
- 'street meets' (crime prevention events where officers give advice, discuss local issues and provide cycle security marking); and
- articles in local newspapers and parish magazines.

### **The force empowers local people to get involved in local policing activity**

Norfolk Constabulary has an active public volunteer structure. On 31 March 2022, the force's special constabulary had 180 officers. The force told us that they completed 41,312 hours of duties in the 12 months leading up to 31 March 2022. There is also a very successful volunteer police and emergency services cadet scheme. It has 125 cadets throughout the county.

The force has 109 volunteers in various roles and locations. In the 12 months leading up to 31 March 2022, they completed 9,799 hours of work in support of the force. They volunteer in a range of areas, including:

- Community Speedwatch – to monitor those breaking the speed limit, to help reduce the number of people killed or injured on roads; and
- Appropriate Adult Service – where volunteers offer support and advice to young people in custody.

The force also works with Neighbourhood Watch schemes and has 1,066 co-ordinators.

### **The force's governance of stop and search, while comprehensive, isn't making sure that officers' use of the power is lawful**

The force has internal and external scrutiny panels in place for the use of stop and search powers. A joint coercive powers board (with Suffolk Constabulary) is chaired



by an assistant chief constable. This board looks at the strategic and tactical use of all coercive powers and the data on each power. The data available to this board for stop and search is comprehensive, covering a wide range of areas including age, sex, ethnicity, the reason (object) for the search, and the outcomes of the search. The data allows the force to better understand how stop and search powers are being used to assure itself that the power is being used lawfully and reasonably.

Inspectors audit stop and search records every month. They use the information to learn about good and poor practice, amend training, and pass feedback to local commanders. Despite this, at a supervisory level it is the responsibility of sergeants to quality assure the stop and search records of their officers. This means they must check that the grounds recorded for the stop and search are reasonable. The high number of stop and searches where the grounds recorded aren't reasonable shows that this element of force governance needs to improve.

### **Officers are handcuffing compliant people during stop and searches in many instances where the use of handcuffs appears to be unjustified**

Our review of [body-worn videos](#) of officers stopping and searching people showed a tendency for officers to use handcuffing almost as a matter of course. This was the case even when the subject was compliant and offered no resistance. Handcuffs should only be used where proportionate and necessary. This could be for example if the officer feels that the subject is posing a threat to themselves, the officer or others, to maintain control and prevent the subject from disposing of the object the officer was looking for, or to prevent the subject from escaping. The force should consider reviewing its use of handcuffing to make sure that officers only use handcuffs for stop and searches when the risks at that time justify it.

### **The force has improved its understanding of its use of force**

Personal safety, [tactical communication](#) and use of force training are given during the officers' initial learning phase. Operational officers complete mandatory annual refresher training on the use of force. The force told us that the submission of use of force forms, which should be submitted for every use of force, has increased over the last 12 months.

The force recently assessed how it trains, uses and records its use of force. It has made changes to training to emphasise the need to submit forms for all uses of force and to clarify what constitutes a use of force. It commissioned a [peer review](#) in 2021, which has helped it gain a better understanding of this area. An independent external scrutiny panel process is in place, which will help the force achieve learning and good practice. This will help make sure that the use of force by its officers is justified and proportionate.

# Preventing crime and anti-social behaviour

Good

Norfolk Constabulary is good at prevention and deterrence.

## Area for improvement

**The force should make sure problem-solving plans are better managed centrally and routinely assessed and evaluated, and that learning is made available to staff**

The force is good at making use of problem-solving plans. However, only a few problem-solving plans have been subject to a full assessment at the point when the plans are finalised by the tactical advisors. The final assessment process should assess how successful the plan has been and, importantly, determine what works and make sure that learning is shared.

Officers aren't making use of the centralised recording hub on the force's data platform where all of the problem-solving plans should be kept. The force should consider how its problem-solving plans can be best serviced and managed. If this is via the centralised hub, they should make sure that it is easily accessible for staff and that they know how to make use of it.

By not always completing the final element of the [SARA \(scanning, analysis, response, and assessment\)](#) model, as they should, the force is missing opportunities to improve its problem-solving approach.

## Main findings

In this section we set out our main findings that relate to prevention and deterrence.

## **The force is compliant with the College of Policing’s neighbourhood policing guidelines, and with governance at a senior level**

The force provides good neighbourhood policing, and it complies with the [College of Policing](#)’s neighbourhood policing guidelines. The force doesn’t employ police community support officers (PCSOs). All neighbourhood policing activities are carried out by police officers, staff and volunteers, who are accessible and accountable to, and responsible for, their nominated communities. Staff working in problem-solving have been trained in its use, although wider training related to neighbourhood work could be considered.

Analytical support is available to staff taking part in problem-solving policing activities. Neighbourhood governance and performance meetings are focused on prevention. There is evidence of the force taking part in meetings and problem-solving with other organisations. An example is the monthly meeting that deals with ASB by bringing a range of local partners (housing, health, children’s services) together to share information on and jointly tackle problems of ASB in their area. There is an active volunteer network in place.

The county policing commander is a member of the [National Police Chiefs’ Council \(NPCC\)](#) neighbourhood policing steering group, which sets out the way ahead for neighbourhood policing. And as such the force is well informed regarding the development of local policing throughout the country.

## **The force uses evidence-based policing methods well**

The force is making good use of evidenced-based policing methods and holds a joint evidence-based policing meeting with Suffolk Constabulary. This meeting is the commissioning body for bespoke research by officers and staff from the two forces. Examples include a detailed report on violent crime in Norfolk and Suffolk, the effect on the removal of PCSOs from Norfolk Constabulary and a report on ‘missing from home’ children. These reports are well researched and written. The meeting regularly produces a police research scanning document that contains links to various academic reports on a wide range of subjects that relate to the priorities of the forces. An evidenced-based journal is also regularly produced. This includes contributions from officers and staff who have undertaken academic study funded by the forces, in the form of MSc programmes with the Universities of Suffolk, Essex and London. Topics covered have included ‘Evaluation of Demand Management Practices in UK Police Forces’, ‘Delivery of Reassurance Policing by Safer Neighbourhood Teams in Suffolk’ and ‘Maternity Matters: A Study of Police Officers’ Perceptions and Experiences of Pregnancy, Maternity, and their Return to Work’. Importantly, officers and staff involved in problem-solving work have had training in the evidence-based approach.

### **The force achieves sustainable results by using a structured problem-solving model focused on understanding the root causes of crime and vulnerability**

The chief constable's aim is for problem-solving to be a part of all elements of policing in Norfolk, not just neighbourhood policing. The force has work to do before it meets this goal, but officers taking part in neighbourhood policing are achieving results using the problem-solving approach. Importantly, they are all using the same model. Referred to as SARA, the model uses four stages: scanning, analysis, response and assessment. Problem-solving tactical advisors have been trained and deployed throughout the force area. They quality assure the problem-solving plans. Neighbourhood beat officers who are responsible for the problem-solving plans are good at this work and are making a difference in their communities.

### **The force tackles crime, incidents and vulnerability through a focus on prevention activity. It works in partnership with a wide range of other organisations in problem-solving, crime prevention and early intervention activity**

The force focuses well on local priorities. Regular meetings direct resources appropriately at a county level and at a local district level. The focus of these meetings is on prevention and reducing crime and ASB, and decisions are made based on good analysis. Performance meetings at the force and local district level monitor the force's performance in preventing and tackling crime and ASB.

Organisations work alongside the force in reducing crime and ASB and are involved in meetings. Examples include the Norfolk Countywide Community Safety Partnership (NCCSP). The NCCSP includes the county council as well as all seven district councils, police, probation, fire and the office of the police and crime commissioner. The meeting is designed to make sure the partner organisations work together effectively to tackle crime and disorder in the county. Another more tactical example is a meeting between the police, the local council and health services that discusses people who make frequent use of public services. Each organisation at the meeting determines from its records the more problematic frequent callers, and the meeting will then decide the best way for the organisations to work together to help these people.

It is evident that the force's tasking and co-ordination groups are well structured and help to make sure that resources follow priorities. For the public to fully benefit from these processes, it is important that frontline officers receive high-quality briefings at the start of their duties. The force has recently reviewed and amended its briefing structure to help make sure briefings are focused and clearly direct officers to priorities. It is disappointing, therefore, that briefings for response officers are still of mixed quality, with some briefings being poor.

## **The force is using early intervention approaches with a focus on positive outcomes**

The force is working with a wide range of other organisations in early intervention activity designed to stop people getting involved in criminal and risky behaviours. Much of this work is part-funded by the office of the police and crime commissioner (OPCC), and there are numerous examples of directed early intervention activity. These include Positive Futures, a collaboration with the Norwich City Community Sports Foundation, which is aimed at 11-to-13-year-olds who show signs (such as persistent absence from school) that they risk being drawn into crime and other inappropriate behaviours.

Managed by [St Giles Trust](#) in partnership with Future Projects, the Women Offenders of Norfolk Diversion, Engagement and Rehabilitation (WONDER+) Project works to help vulnerable women access the services and support needed to address the root causes of their offending or risk of offending. Numerous women have been referred to WONDER+ since it first began in 2018, and many have self-referred.

This early intervention approach means that people using the schemes are less likely to develop a range of problems later in life, such as poor physical and mental health, low educational attainment and criminal and anti-social behaviour.

## **The force has dedicated, effective teams that focus on working with partner organisation to reduce ASB**

There are seven operational partnership teams (OPTs) throughout the force. They work with other organisations to deal with ASB and vulnerability. These teams are located at the county's Early Help hubs along with staff from the other organisations. The OPTs consider all ASB incidents and work with colleagues from the constabulary and partner organisations to resolve the causes of ASB, often using problem-solving plans. Weekly meetings with partner organisations make sure that identified issues are managed effectively. This includes discussions on which organisation has the most effective legal power to bring about change and improvements in behaviours. An example is the increase in incidents of ASB at King's Lynn bus station that was identified from police and council data. The council and constabulary worked together to address the problem.

In the year ending 31 March 2021, the force recorded 15.6 ASB incidents per 1,000 population. This is lower than the average for England and Wales, which was 33.9 per 1,000 population. In this period, the force recorded 14,296 incidents of ASB, the majority of which were categorised as Nuisance ASB (9,829) with another 3,134 categorised as Personal ASB. The force should reassure itself that it is recording all ASB incidents.

# Responding to the public

## Adequate

Norfolk Constabulary is adequate at responding to the public.

### Areas for improvement

#### **The force should make sure that call handlers use and correctly record structured initial triage and risk assessments, to decide on call prioritisation and the most appropriate response**

In too many cases, a structured triage process isn't completed when it should be. Our victim service assessment found that call handlers used a structured triage process in only 15 out of 53 incidents reviewed. And when the process is used, the information gathered and recorded on the logs is, too often, limited. The need to conduct a structured triage also applies to crimes that are reported through other routes, such as online and via webchat. The force risks not identifying callers who are vulnerable, resulting in victim needs not being met.

#### **The force should make sure that repeat callers and vulnerable victims are routinely identified**

In too many cases call handlers aren't identifying repeat callers and vulnerable victims. Our victim service assessment found that checks to see if the call involved a repeat victim were only carried out in 34 out of 45 incidents reviewed. This means the callers who are repeat victims of crime may not receive an appropriate approach. Also, the force may not realise every opportunity to reduce the incidence of repeat victimisation. Checks to see if the call involved a vulnerable victim (or another vulnerable person) were also not always completed, as this took place in only 35 out of 48 incidents reviewed. And when such checks were made, they weren't always recorded on the incident system (this was done in only 16 out of 32 incidents).

## **The force needs to make sure that call takers give appropriate advice on crime prevention and the preservation of evidence**

In too many cases, call handlers didn't give appropriate advice on preservation of evidence. Our victim service assessment found that call handlers aren't routinely giving advice on the preservation of evidence (this only happened in 11 out of 27 incidents reviewed). This means that evidence could be potentially lost or degraded, to the detriment of the investigation. Similarly, the opportunity to give crime prevention advice was often not taken (only in 24 out of 40 incidents reviewed). This means the force didn't routinely take opportunities to prevent further crimes.

## **Innovative practice**

### **Call handling management**

The force has a telephone system that allows switchboard staff to assess the call and assign it to one of many different call queues. These queues are risk-related. This means that a call to report a crime will be in a higher priority call queue than a call related to an advice and guidance request. The system helps call handlers in the control room (CCR) to better prioritise calls as the system makes sure that higher priority calls are dealt with first.

## **Main findings**

In this section we set out our main findings that relate to how well the force responds to the public.

### **The force is effective at answering emergency calls and is improving its non-emergency call handling**

On 31 May 2022, the Home Office published data on 999 call answering times. Call answering time is the time taken for a call to be transferred to a force, and the time taken by that force to answer it. In England and Wales, forces should aim to answer 90 percent of these calls within 10 seconds.

Since the Home Office hadn't published this data at the time we made our judgment, we have used data provided by forces to assess how quickly they answer 999 calls. In future we will use the data supplied by the Home Office.

The force is effective at answering emergency calls for service. The force told us that in the year ending 31 December 2021, it answered 99.8 percent of 999 calls. However, it needs to do more, as it is answering around 87 percent of emergency calls in under 10 seconds when the national standard is 90 percent. The force

receives more non-emergency ([101](#)) calls than the England and Wales rate (346 per 1,000 population compared to 267 per 1,000 population in the year ending September 2021). Performance data from the force shows that in the year ending 31 December 2021 it failed to answer around 19 percent of non-emergency calls transferred into the CCR from the switchboard. The force has improved this performance, and in the period 1 January to 30 April 2022 it failed to answer around 14 percent of non-emergency calls transferred into the CCR from the switchboard.

The force is making an effort to improve its call handling of both emergency and non-emergency calls. It is partway through a three-year plan to improve performance that is based on detailed analytical assessment of demand, resource, shift pattern and likely future demand in the CCR. Performance data from the force shows that non-emergency call handling performance was improving in the early months of 2022.

### **The force has detailed performance data for call-handling and incident management, and is using it to better match resource to demand**

The force has detailed data on the calls received by the CCR. The data includes abandonment rates for both emergency and non-emergency calls, the time taken to answer the calls, the time taken to abandon, and how long calls were once they had been answered. The data available includes breakdowns of calls received from a variety of routes including 101 Night Service, yellow phones outside police stations, and calls from partner agencies. The force uses software that projects the likely call handling demand, based on historical data, and projects the number of call handlers the force will need to meet the demand.

Incident management data is also very detailed and includes the time taken to attend all incidents. Incident response targets are 15 minutes for urban and 20 minutes for rural incidents. The force consistently attends incidents within its target times, and it consistently deploys the right type of resource to incidents. For non-emergency calls that are assessed as not requiring a rapid response, the force uses an appointment system, which is effective and gives a good service to the public.

### **The public can contact the force through a range of channels to report a crime**

The public can report crime in various ways, other than by phone. These include completing an online form on the force's website. People can also report crime via email and at police station front counters. A webchat function is available on the force website between 8am and 4pm five days a week. A dedicated communications officer is responsible for this service. The website offers guidance and online reporting routes for 15 types of call/crime including via email and online chat. It also offers an 'ask a question' service that will reply within five days. The public can report crime over the phone to a dedicated team, who will record and investigate the crime over the phone. This team, Op Solve, investigates non-urgent/low-risk offences suitable for this type of desktop investigation. Examples include shoplifting, evading payment (bilking),



low-level criminal damage, and some vehicle-related crimes. Op Solve is providing a good service to the public.

### **The force seeks advice from experts to improve decision making and risk assessments when dealing with people who are vulnerable or in crisis**

The force has an information-sharing arrangement with the Norfolk & Suffolk NHS Foundation Trust. This means relevant information can be shared when dealing with incidents involving people with mental health problems. The arrangement also allows for mental health nurses to be used in the CCR, and for them to crew the triage car used to assess vulnerable people or people in crisis at the scene of an incident.

These mental health nurses offer good professional advice to officers on patrol and staff in the CCR. This helps to make sure the best possible outcome for those who are vulnerable or in crisis.

The Norfolk & Suffolk NHS Foundation Trust was downgraded from 'requires improvement' to 'inadequate' by the Care Quality Commission (CQC) after its last inspection in 2022. The CQC directed that the Trust must improve. The inability of the Trust to manage its demand effectively places additional pressure on the force, whose officers are often the first responders to people in mental health crises.

### **Response officer workloads can be high, and officers are being allocated more serious crimes due to high demand**

Uniformed officers are being allocated 49 percent of all recorded crime coming into the force for investigation. This is in addition to their primary role of attending incidents. The force is aware of the high workload. Force performance meetings use very detailed data to understand what the levels of demand are and what crimes are being allocated to response officers. Crimes being allocated to response officers include robberies and dwelling burglaries. There is evidence of crime investigation department (CID) oversight and support for the response officers. More serious crimes, and their allocation, are discussed at the daily management meeting to try and achieve the appropriate allocation and support. Overtime is being used in some instances to reduce the demand.

In the year ending 30 September 2021 the force recorded 174,524 incidents on its command and control system. This equates to an average of around 500 incidents a day and 191 per 1,000 population. Of these incidents, 44,078 (25 percent) were 'A' grade emergency incidents and 53,391 (31 percent) were dealt with over the phone or at a police station front counter. Response officers are directly responsible for around 50 percent of this incident demand.

Despite the levels of demand, response officers are coping well and being supported by leaders. But the force will need to make sure that its operating model stays fit for purpose.

**The force thoroughly assesses a victim’s vulnerability and risk at the initial attendance of domestic abuse incidents. And officers determine risks relating to other vulnerable people within a household to make sure there is effective safeguarding, such as for children and older people**

Officers complete [domestic abuse, stalking and harassment \(DASH\) forms](#) at incidents of domestic abuse, and these are reviewed by the shift sergeant. The force is moving from the DASH process to using the domestic abuse risk assessment (DARA) model. This focuses on the perpetrator, whereas the DASH process focuses on the victim. It is expected that the DARA approach will better meet the victim’s needs by improving understanding of the risks posed to the victim by the perpetrator. Frontline officers have a good knowledge of safeguarding and the DASH process. And they are aware of the need to check for a range of potential vulnerabilities at the scene, including children in the household. However, this focus on safeguarding and establishing of risk to victims isn’t translating into arrest rates that are in line with the England and Wales average. The force is below the average.

In cases where the risk is high or medium in a DASH assessment, the domestic abuse safeguarding team (DAST) carry out secondary safeguarding work. Cases assessed as being standard risk are subject to regular audit. And external and internal scrutiny panels offer further review and feedback on the quality of risk assessment.

**The force has an arrangement with partner agencies including the East of England Ambulance Service, allowing trained officers to provide lifesaving medicine in some cases**

The force has made an arrangement with Norfolk County Council, CGL Change Grow Live (Norfolk), and the East of England Ambulance Service (EEAST) to authorise trained officers to administer Naloxone. This medicine is given via the nostril and temporarily reverses the effects of overdose of opioids such as heroin, methadone, fentanyl, oxycodone, buprenorphine and morphine. This arrangement will likely improve outcomes for some of those who overdose within the county. It is part of the force’s approach to [county lines](#) activity and drug activity in the county.

# Investigating crime

## Adequate

Norfolk Constabulary is adequate at investigating crime.

### Areas for improvement

#### **The force should reassess the training and direction it has taken, to improve crime supervision and investigation quality**

Despite considerable effort to improve the quality of supervisory oversight and investigations, supervision is still variable. And, in some cases, investigative opportunities aren't taken. These include significant lines of inquiry and relate to crimes where witness statements weren't taken and named suspects not arrested/interviewed. This means that on some occasions, investigations may fail, victims will be let down and/or offenders may evade justice.

Structured governance supports the force's efforts to improve its crime investigations. Performance meetings focus on this, supported by regular audits of crimes. These consider and comment on areas such as investigation plans, supervisory reviews, victim safeguarding, and updates and lessons learned.

It is clear, however, that the force has responded positively to our critique of the quality of investigations in 2019. Investigations are now being carried out more effectively than in 2019, but improvements still need to be made. In this inspection we found that out of 90 investigations we reviewed, only 70 were effective. More needs to be done as too many investigations still lack supervisory oversight, and investigation plans aren't being routinely used by officers.

### **The force needs to make sure it complies with the Victims' Code**

Under the Code of Practice for Victims of Crime, a needs assessment must be conducted at an early stage to decide whether victims fall into one of the three priority categories: victims of the most serious crimes; persistently targeted victims; and vulnerable or intimidated victims. If victims fall into these categories, special measures can be used to support them to give the best evidence in court, and these should be explained to the victim. The force isn't always conducting the needs assessment.

The code also states that when a suspect is identified but there are evidential difficulties in taking a prosecution forward, the victim should be informed of the decision to finalise the investigation. We found that not all victims were told by the force of the decision to take no further action and finalise the crime. We also found that victim personal statements were often not considered. This means that victims aren't always given the opportunity for their voices to be heard. This could lead to victims no longer contributing to investigations, not supporting prosecutions and losing faith in the criminal justice process.

### **The force should make sure that there is an auditable record of the decision of the victim and their reasons for withdrawal of support. The force should make sure it records whether evidence-led prosecutions have been considered in all such cases**

When a victim decides to withdraw support for an investigation, known as [outcome 16](#), or wishes for it to be dealt with by an [out-of-court disposal](#) or a caution, an auditable record of the victim's wishes, such as a signed statement, needs to be obtained. This is important as it gives a record of the victim's wishes and the reasons why they don't want to support a prosecution. In many cases these wishes aren't recorded.

## **Innovative practice**

### **Victim-centred crime allocation**

In Norfolk Constabulary the crime allocation policy means investigations are allocated using effective processes based on an assessment of threat, risk and harm. These processes allow the force to meet a wide range of crime demand. The policy follows the principles of professional, victim-centred discussion and providing an appropriate service, rather than being prescriptive on who will eventually take responsibility for the investigation.

## Main findings

In this section we set out our main findings that relate to how well the force investigates crime.

### **Norfolk Constabulary is charging or summoning above the national average**

Norfolk Constabulary is among the best forces for charging or summoning crimes. In the year ending 30 September 2021 Norfolk Constabulary charged or summonsed 9 percent of crime investigations. This is higher than the England and Wales rate, which is 7 percent for this same time period.

Data for the year ending 31 December 2021, released since we conducted our inspection, shows that the proportion of charge/summons outcomes is now much higher than the England and Wales average.

The increase in demand and procedural changes mean that it is taking longer to bring cases to a charge or summons. On average in the year ending 31 March 2020, it was taking the force 177 days to bring a sexual offence to a charge or summons. In the year ending 31 March 2021, it took 283 days. Similarly, for violence against the person cases, in the year ending 31 March 2020 it was taking the force, on average, 7 days to bring a charge or summons. In the year ending 31 March 2021 it took 32 days.

The force is working hard to reduce the time that cases take and has employed police digital investigators (PDIs) to support detective constables with the digital element of their investigations and speed up investigations. It has also moved some uniformed officers to help detectives investigate more serious investigations such as [rape and serious sexual offences \(RASSO\)](#). These officers support the investigations by taking witness and some victim statements and collecting evidence from the scene such as CCTV. This is helping speed up these investigations, meaning that the victim is more likely to have a good experience and a better outcome.

### **The force is improving its management of investigations where a statutory time limit applies**

A crime that can only be prosecuted at magistrates' court must commence a prosecution within six months of the offence. This is a statutory time limit that applies to many offences. We found the force had little oversight of these offences. To rectify this it has developed a data pack that shows those investigations that are subject, or likely to become subject, to statutory time limits. The data is presented in a format that shows the number of days left within the statutory limits. Cases within eight weeks of the time limit are highlighted in yellow. Those that are six weeks from the limit are highlighted in red. There is a link in the dashboard for help and advice. Supervisors are using the data pack to better manage these types of investigations, and senior leaders are using the data to inform performance meetings.

## **The force is developing new operating ‘hubs’ where investigators are brought together to work**

The force has built a ‘hub’ at Swaffham and is in the process of building another on the outskirts of Norwich. These hubs bring together investigatory teams from various stations around the county. This is allowing better supervision and support while helping to create a good team environment. The hubs offer an excellent space to work. We found that officers working from the Swaffham hub were very positive about the environment and team spirit.

The move to hubs does create distance between investigators and uniformed officers who have stayed at their local stations and haven’t moved to the hubs. Leaders are aware of the risk of a disconnect between uniformed and investigative staff. They are actively working to make sure relationships are maintained and developed using technical solutions such as video conferencing as well as more traditional methods. Response officers recognised the potential problems but most reported that it was very easy to get hold of an investigator when they needed to speak to one for advice.

## **The force has effective crime screening processes and is consistent in its approach to the allocation of investigations to appropriate teams (but it is facing pressure)**

We found the arrangements for allocating recorded crimes for investigation were in accordance with the force policy. In nearly all cases the crime was allocated to the most appropriate department for further investigation.

The number of crime investigations in the force is reasonably high, and in some areas there has been an increase. National procedural changes mean that it takes longer to prepare case files, comply with [disclosure](#) rules and gather evidence from electronic devices. This extra work has been taken on by existing teams.

Rape and other serious sexual offences (RASSO) have continued to increase. The force told us that in the year ending 31 January 2022 they recorded 1,078 rapes and 1,428 other serious sexual offences. RASSO investigations are done by PIP2 (level 2 [professionalising investigation programme](#)) investigators. Despite the volume of such cases, we found that most of the staff were managing the demand well with good support from supervisors.

The force has a desktop investigations unit (Op Solve) that is responsible for investigating around 30 percent of reported crime. The unit investigates non-urgent and low-risk offences such as some thefts and criminal damage, primarily by speaking to the victim on the telephone. The unit is partly made up of officers on recuperative postings. These officers are based at various stations throughout the force and with some working from home.

The unit is good at recognising crime trends and series, such as a series of linked criminal damages or thefts. When this occurs, they collect all available information and carry out all possible desk-based investigative actions, collate all the information on a document, then hand over to the appropriate investigative unit. If a suspect is identified, the unit will pass the investigation over to a response officer, who will continue to investigate the case and interview the suspect.

There are some risks and areas to consider. Online reports of crime are channelled straight through to the unit without any review or assessment. And despite the online reporting system explaining the criteria for online reporting, members of the public don't always follow them, and report crimes like sexual offences and domestic abuse incidents. This can mean a delay as it might take the unit a few days to reach these cases if there is a build-up of work.

Where the unit deals with an incident involving a child, they will sometimes need to submit a child referral. However, they will almost always have spoken only to the parent or adult and not the child. This doesn't consider the ['voice of the child'](#).

### **The force has successfully encouraged officers to pursue a detective career, including direct entry detectives**

As of 31 March 2021, Norfolk Constabulary had 93 percent of posts that need officers to be at level 2 of the professionalising investigation programme (PIP2) filled with accredited investigators or trainee investigators. Fully qualified PIP2 investigators equate to 62 percent (214 of 343 posts).

The force complies with national PIP2 standards, so that an officer who fails the entrance exam twice is returned to uniform or other duties. To help officers pass the exam the force offers support with mentors and mock exam papers.

The force has a fast-track detectives programme, with support and help in place. This includes an informative 16-page document with an introduction by the chief constable that gives an insight into life as a detective and explains what potential candidates will be doing if they're successful. Direct entry detectives are allocated a tutor to help with their development. The force told us it had recruited 69 direct entry detectives in the year ending 31 January 2022. These officers are being well received by the rest of the workforce.

## The force is investing in supporting digital investigations

The force has a mature, collaborative digital approach with Suffolk Constabulary. A Digital Strategy 2021–26 is in place, as is suitable governance to support the provision of the aims and objectives of the strategy. And the mid-term financial plan (MTFP) reflects the forces' intentions in this area. Investment includes the recruitment of police digital investigators and the development of software to support investigations. An example of this is the development of software to transcribe WhatsApp voice messages into a format that can be searched. In one case where this software was used, the force estimated that it saved around 1,000 hours of officer time. The force has advertised for interns in the Cambridge Silicon Fen area and is working with colleges and universities to try to recruit students directly into its digital units.

The force faced delays of around six months in the processing of laptops and other electronic devices submitted for [digital forensic](#) examination through 2021. The delays were caused by a lack of staff to do the work, partly due to staff leaving to work for the Eastern Region Special Operations Unit (ERSOU). The force has resolved these problems and the delays have reduced greatly to an average of slightly less than three months. The lead officer for the area has introduced a performance meeting to better understand and manage demand and performance. The force told us that in July 2021 they had over 800 devices awaiting examination. By June 2022 this has been reduced to 385 devices awaiting examination. Of these, 60 devices had been waiting over 6 months for examination. These devices had been risk-assessed and prioritised.

Supervisors are trying to reduce the demand by completing a triage at searches conducted under the powers of a court warrant and searches after arrest, to reduce the number of devices being seized.



# Protecting vulnerable people

Adequate

Norfolk Constabulary is adequate at [protecting vulnerable people](#).

## Area for improvement

**The force should make sure that ancillary orders such as Domestic Violence Protection Notices (DVPNs) or Orders (DVPOs) are considered in all appropriate cases**

In the year ending 30 September 2021 the force applied for 2.3 DVPNs per 1,000 domestic abuse-related crimes recorded. This is a reduction from the year ending 30 September 2019, when the force applied for 7.7 DVPNs per 1,000 domestic abuse-related crimes recorded. We reviewed ten cases where ancillary orders such as DVPNs, DVPOs and [Stalking Protection Orders](#) should have been considered. Ancillary orders were considered in only two of these cases.

Officers understand the importance of ancillary orders to protect victims and know the routes through which they are obtained. Those responsible for authorising the orders told us that officers are making requests and that they are approving many of them. Guidance is readily available on the force's intranet.

## **The force should make sure that officers are aware of their safeguarding responsibilities beyond the initial safeguarding**

Officers we spoke to understand their safeguarding responsibilities upon attendance at the scene. But they didn't always understand how safeguarding continued beyond their initial actions. They understand that [positive action](#) at the scene of domestic abuse cases is important, and that this often takes the form of arrest. Detainees are often handed over by the arresting officer to the prisoner handling team in the custody suite. Arresting officers are much less clear as to their safeguarding responsibilities when this happens. There is a gap in the process after arrest in that if a detainee is interviewed and then released, they are occasionally bailed back to the arresting officer. If that officer isn't on duty and on rest days, there can be a delay of several days. Suspects released on police [bail](#) must have that bail extended by a magistrates' court after three months. If this isn't done, the suspect reverts to [release under investigation \(RUI\)](#) rules. In these cases, the officer leading the case needs to be aware of what safeguarding needs to be in place as the bail conditions will no longer be applicable. Some officers weren't clear about their responsibilities in these cases. This means that vulnerable victims may not be given the safeguarding protection that they need.

## **Main findings**

In this section we set out our main findings that relate to how well the force protects vulnerable people.

### **The force's governance of the service given to vulnerable people is strong and effective**

The College of Policing has designated the 13 main disciplines of public protection.<sup>1</sup> These have become known as the 13 strands of vulnerability, and they are addressed in the National Vulnerability Action Plan (NVAP). The force's own plan reflects the NVAP precisely.

Force performance meetings and boards designed to oversee priorities give the force effective overview and management of vulnerability. An important meeting is the safeguarding and investigation (S&I) tasking meeting, chaired by the head of the S&I command. The meeting reviews current priorities and potential areas of increasing concern in detail, using a risks log to help in this process. The meeting is very well attended, informed and chaired, meaning that the force can stay focused on what matters in this important area.

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<sup>1</sup> The 13 disciplines of public protection as determined by the College of Policing are adults at risk, child abuse, child [sexual exploitation](#), domestic abuse, [female genital mutilation](#), [forced marriage](#), honour-based violence, human trafficking, managing violent offenders, [missing persons](#), prostitution, serious sexual offences, and [stalking](#) and [harassment](#).

Performance monitoring is an essential part of the force's approach to vulnerability, and it uses bespoke analysis. An example is the Norfolk Domestic Abuse Performance Report, which includes detailed data and analysis of domestic abuse in the county. The domestic abuse delivery group offers focused review and critical assessment of strategic issues and individual cases where appropriate.

Partnership governance is also good. The force works well with partner organisations and is signed up to the Norfolk Safeguarding Children Partnership strategy on child sexual exploitation (CSE) and protecting adolescents from extra-familial harm. The force attends many partnership vulnerability meetings including the Children and Young People's Strategic Partnership Group, Neglect Strategy Implementation Group, New Roads Implementation Board, Norfolk Safeguarding Children Partnership and the Vulnerable Adolescent Group.

There is a multi-agency audit group (MAAG) whose purpose is to improve the safeguarding of children by reviewing how the partner organisations work together and by addressing recommendations from [serious case reviews](#)/safeguarding practice reviews.

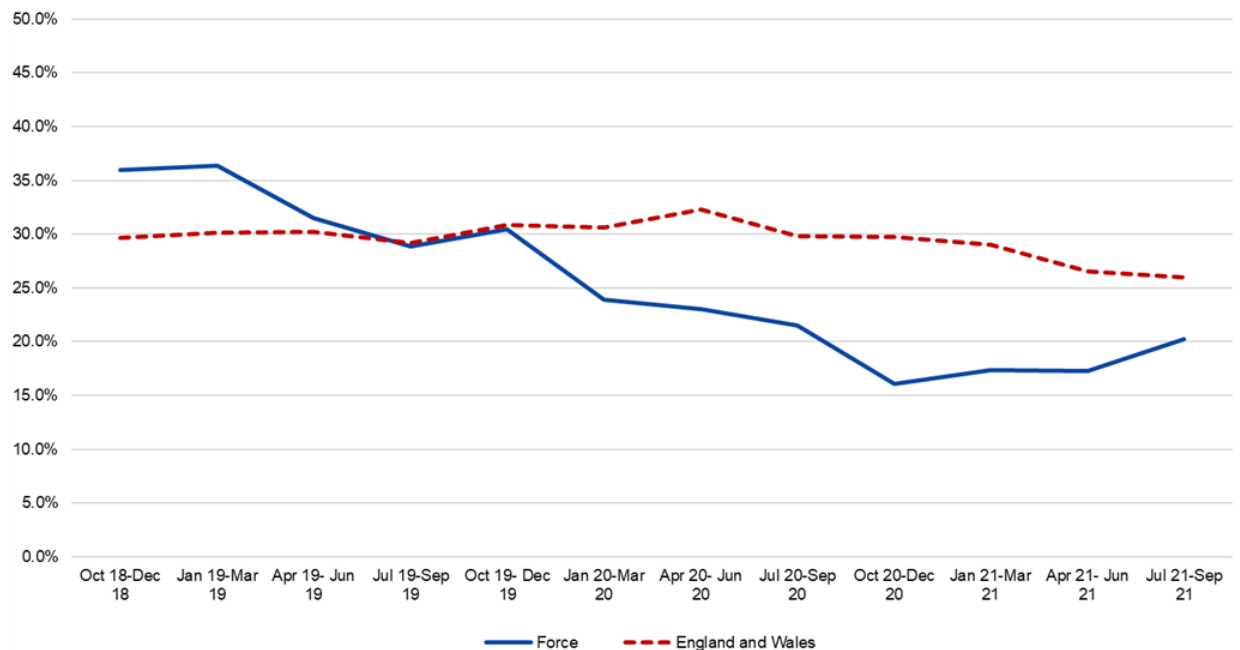
### **The force is below the England and Wales average for arrest rate at domestic abuse incidents**

The force is arresting lower numbers of suspects for domestic abuse incidents than the average throughout England and Wales. The force is aware of this and has worked to improve its performance, for example by showing staff video briefings from a [chief officer](#) pointing out that consideration of arrest should always be in an officer's mind. Despite this the force remains well below the national average.

In the year ending 30 September 2021, Norfolk Constabulary had a domestic abuse arrest rate of 17 percent. This was lower than the England and Wales rate, which was 28 percent.

The force's domestic abuse arrest rate has been lower than the England and Wales rate since July to September 2019. Prior to this, it had been higher than the England and Wales rate.

**Figure 2: Domestic abuse arrest rate over time for Norfolk Constabulary from 1 October 2018 to 30 September 2021**



Failing to take positive action such as arrest may mean that a victim is left in a vulnerable position.

**The force is good at working with other organisations to keep vulnerable people safe**

The force has a single [multi-agency safeguarding hub \(MASH\)](#). The MASH allows the sharing of information between services, so risks to children can be identified at an early stage. It is a link between schools, GPs, the police, the ambulance service and social care.

There is a backlog of around 400 medium-risk domestic abuse cases in the MASH. To reduce this, the force has changed the way this queue is managed. Riskier cases can now be more easily identified and prioritised for review. Previously the cases were reviewed chronologically without any process to establish which cases held the greater risk. Staff in the MASH like the new approach and recognise it as a more effective process. Early indications suggest that the backlog will quickly reduce because of the approach taken.

The force works closely with other organisations and makes good use of their data to establish and protect those at most risk of harm or of becoming repeat victims. This includes young people who are in danger of harm by frequently going missing, or others involved with drugs supply or other forms of exploitation. An example is the Early Help hubs throughout Norfolk where organisations, including Norfolk Constabulary, that work with vulnerable children, families and, increasingly, adults, work together from the same building to help vulnerable people resolve their problems.

## **The force is working with partner agencies to help children and young people who are known to be at risk of child exploitation and/or serious youth violence**

The Exploitation Operational Oversight Forum is intended to help the force and its partner agencies improve outcomes for children and young people who are known to be at risk of child exploitation and/or serious youth violence. The organisations involved include children's services, Youth Offending and education. The forum discusses children and young people to try to make sure that all cases are well managed and co-ordinated, and that all relevant organisations have taken all possible action to protect victims.

## **The force has moved from the formal MARAC meeting structure to a new online process**

A [multi-agency risk assessment conference \(MARAC\)](#) is a meeting on the highest-risk domestic abuse cases. It is attended by representatives of several organisations including police, probation, health, child protection, housing practitioners, [independent domestic violence advisers](#) and other specialists from the statutory and voluntary sectors. These organisations share all relevant information about a victim before discussing options to improve the safety of the victim and develop a co-ordinated action plan.

Norfolk Constabulary, along with its partner organisations, no longer convenes a traditional MARAC meeting as it was felt the previous model wasn't working effectively. Partner organisations didn't always attend or contribute, and there were delays in safeguarding because referrals were made but no action was taken until the next MARAC meeting. The intention of the new model is to make sure that, while there is no live discussion which takes place at a meeting, views of partner agencies are sought and risks considered at the earliest opportunity. The new process is primarily an online one whereby organisations email their information on a victim to a central point. The police then complete an assessment, and the decisions are recorded and actions allocated to organisations for completion. The police are now the de facto MARAC chair in the new process, which is very much a police-led process. An officer makes decisions about actions and is responsible for making sure that cases are safeguarded.

The intention is that the new MARAC process will be incorporated into the Norfolk Integrated Domestic Abuse Service (NIDAS). This offers free, confidential and non-judgmental support to those affected by domestic abuse, and their children, to help them escape and recover from abuse. By incorporating the process into the NIDAS, the force expects to be able to deal quickly and effectively with both high and medium-risk domestic abuse cases.

The force has recently set up safeguarding scrutiny panels to track the service for the victim. This should uncover what gaps there are in the new process.

We will continue to monitor this new approach over the coming months.

**The force is trying to reduce the number of victims who don't support, or withdraw their support for, an investigation and prosecution**

In the year ending September 2021, 32 percent of victim-based crimes recorded by the force resulted in an outcome 16, which was higher than expected. Outcome 16 is where a suspect has been identified but the victim doesn't support an investigation and there are evidential difficulties. The force recognises that where a victim decides not to give a formal evidential account, some investigations are being closed too quickly and without gathering all the evidence in line with an evidence-led approach.

To help combat this, the force has begun a pilot scheme called the Victim Engagement Subject Matter Expert (VESME). Through this scheme, dedicated officers work with victims who withdraw support for a prosecution, or are likely to do so. The aim of the scheme is to keep these victims engaged and supportive of the investigation and prosecution. Officers have already been trained and deployed. Governance is provided, and the force's domestic abuse delivery group will review the pilot later in 2022.

# Managing offenders and suspects

Good

Norfolk Constabulary is good at managing offenders and suspects.

## Area for improvement

**The force should review its capacity to manage the risk posed by registered sex offenders. It should review its policy in relation to deviation away from authorised professional practice (APP) regarding reactively managed offenders**

Sex offender management processes in the force are under pressure due to the levels of demand, and the force doesn't follow APP. It allows some offenders who have a court order to be reduced to [reactive management](#). This prevents officers from taking steps to enforce the court order during home visits. It also renders restrictive measures sanctioned by a court for the purpose of risk management redundant.

## Main findings

In this section we set out our main findings that relate to how well the force manages offenders and suspects.

**There is a clear policy and process for dealing with outstanding suspects. These are subject to effective governance and are understood by frontline staff and supervisors**

The force's management of outstanding suspects is strong and clear. This includes an understanding of how and when to circulate suspects' details on the [police national computer \(PNC\)](#), and how to manage this while it works to locate suspects.

Outstanding suspects are risk-assessed. Details of those considered to be high risk are discussed in the force's daily management meeting. Daily priorities and resource allocation are then approved.

Local policing teams manage lower-risk outstanding suspects. This includes circulating monthly throughout the force, to operational inspectors and above, the details of all outstanding suspects. This briefing outlines how to manage outstanding suspects, with links to policy and process. The aim is to make sure staff have the information and motivation to investigate and locate the outstanding suspects, and that suitable supervisory direction is recorded.

### **The force manages pre-charge bail well through its bail app**

All pre-charge bail is managed and monitored through the force's bail app.

Whether to use bail is decided on a case-by-case basis. It involves regular conversations between the officer leading the case (OIC), the custody officer and the authorising inspectors.

Bail conditions are used to support the safeguarding of vulnerable victims and witnesses. Frontline officers told us that in recent months there had been a move away from using released under investigation (RUI), and more towards pre-charge bail. This means they can manage suspects' behaviour via conditions imposed with bail.

### **The force is managing the risk posed by registered sex offenders (RSOs), but demand is high**

The unit managing RSOs is fully staffed, including polygraph-trained officers. They are all trained in [active risk management system \(ARMS\)](#) procedures and other risk assessment tools. The staff understand the processes and are confident in using them to develop risk management plans (RMPs) for individual RSOs. Intelligence checks are conducted but they are routinely limited to internal police systems, and checks aren't habitually done on the Police National Database (PND). Checks don't regularly include enhanced intelligence checks such as social media. This reduces the opportunity to gather information from a variety of sources or to test accounts given by RSOs to accurately determine the risk they pose. Markers are placed on the force's crime recording system to alert officers about the RSO status of an individual. But similar markers aren't routinely added to the force's incident management system.

As of 31 March 2021, Norfolk had 1,163 offenders in the community and an additional 251 in custody. This means that staff caseloads are high, averaging around 77 active cases per officer. Staff report that these numbers are unmanageable and unsustainable. The force told us that there has been a 22 percent increase in (or an additional 215) RSOs in the community since 2016, and overall demand has increased by 34 percent since 2017.

The proportion of visits to RSOs completed by staff fell in the year ending 31 December 2021. In January 2021 the force told us they had completed 91 percent of visits. But by December 2021 this had reduced to 73 percent of visits completed. Backlogs in visits to RSOs are highlighted to senior managers monthly. At the time of



our inspection there were 59 visits outstanding throughout the force. Some of these were for high-risk RSOs and one for a very high-risk RSO.

Staff and officers understand MAPPA (multi-agency public protection units) and make referrals where appropriate. Preventative or ancillary orders to protect the public from registered sex offenders are considered, breaches are monitored and action is taken.

There were 74 [sexual harm prevention orders \(SHPOs\)](#) issued in Norfolk in the year ending 31 March 2021, with 21 breaches recorded.

### **The force has systems in place to identify and take prompt action against those who may be sharing indecent images of children**

The force assesses referrals concerning indecent images of children quickly. The team that conducts these investigations is well staffed, with officers who are well trained and dedicated to their work. At the time of our inspection there was a small backlog: 2 cases awaiting enforcement action and 35 cases yet to be assessed. A regular performance meeting reviews outcomes and helps establish patterns, trends and concerns at an early stage. The unit works well with other units such as the MASH to make sure that safeguarding takes place wherever possible. In all cases heard at court, an SHPO is applied for.

### **The force's integrated offender management (IOM) programme and domestic abuse perpetrator scheme are effective**

The force has a detailed policy for managing people that are on the IOM scheme. The force works with Suffolk Constabulary to manage all those on the IOM programme. This is known as the '180 Scheme' in both Norfolk and Suffolk. All people on the IOM are discussed at the regular panel meetings led by the IOM lead, and decisions are made. At these meetings, there are clear procedures that follow the national operating model for adopting new offenders onto the scheme. The cohort is subject to constant review, and the IOM staff are certain that they are getting the right people on the scheme. There are around 135 people on the Norfolk IOM scheme at present. The force has developed a glossy leaflet for offenders who may be suitable to be taken onto the IOM scheme. This outlines details of what support is available, and to some extent, what the offender can expect.

The IOM team works closely with the probation provider, sharing office space. Members of the IOM team are appropriately trained. As well as having been through the appropriate and mandated police training, they also take part in joint training with the probation service. The force is using the Home Office provided system (IDIOM) that uses data on arrests, charges and courts and other outcomes for identified individuals, to understand the costs vs benefits of the IOM scheme. The force is working hard in the area of repeat offenders. This includes giving local police commanders regular data on repeat offenders, to help them allocate tasks.

The force has recently developed a domestic abuse perpetrator scheme. This is a multi-agency approach designed to identify and manage the highest-risk domestic abuse perpetrators in Norfolk. The team work on a one-to-one basis, with perpetrators completing different modules over five to six months. The aim is for those taking part to understand their behaviour and trigger points and how to deal with their behaviour to prevent it from happening again.

# Disrupting serious organised crime

We now inspect [serious and organised crime \(SOC\)](#) on a regional basis, rather than inspecting each force individually in this area. This is so we can be more effective and efficient in how we inspect the whole SOC system, as set out in HM Government's SOC strategy.

SOC is tackled by each force working with [regional organised crime units \(ROCU\)](#). These units lead the regional response to SOC by providing access to specialist resources and assets to disrupt [organised crime groups](#) that pose the highest harm.

Through our new inspections we seek to understand how well forces and ROCUs work in partnership. As a result, we now inspect ROCUs and their forces together and report on regional performance. Forces and ROCUs are now graded and reported on in regional SOC reports.

Our SOC inspection of Norfolk Constabulary hasn't yet been completed. We will update our website with our findings (including the force's grade) and a link to the regional report once the inspection is complete.

# Building, supporting and protecting the workforce

Good

Norfolk Constabulary is good at building and developing its workforce.

## Innovative practice

### **The force has developed an excellent virtual work experience for teenagers**

It was recognised that there were limited opportunities in Norfolk Constabulary for teenagers who wanted to do their work experience with the force. To remedy this, the force has developed a virtual experience where successful applicants, over a week, work their way through the 'case' of a missing schoolgirl, which leads to the stop and search of a male and his arrest.

Uptake has been high, with more applicants than can be accommodated. The force can take 60 onto the scheme twice a year. Those who have taken part in the experience have given very positive feedback and several have applied for roles within the force.

## Main findings

In this section we set out our main findings that relate to how well the force builds and develops its workforce.

### **The force promotes an ethical and inclusive culture and all levels of the workforce have a strong sense of belonging**

Most staff spoke of being well led and said that the chief constable and other [senior officers](#) were ethical and approachable. They told us that senior officers, including the chief constable, sent letters and emails directly to officers and staff to thank them for good work. The force supports several staff associations whose representatives stated that the force makes staff feel valued. All new starters including transferees are allocated a buddy on their first day to help ease them into Norfolk Constabulary. Feedback from those who have used the scheme has been positive. There is an

ethics board, but we found that not many members of the workforce were aware of it and what it does. The force should try to improve awareness of the board to make sure that its value is realised. However, the workforce did know how to raise problems and concerns and told us that they were confident in doing so. The approach taken by the chief constable and his senior command team is creating a positive working environment. This in turn increases the potential for all the workforce to contribute to effective policing.

**The force is good at understanding the wellbeing of its workforce, and it uses this understanding to develop effective plans for improving workforce wellbeing**

The force's wellbeing plan strives for a stigma-free, supportive, proactive service where people feel safe and well at work. The four themes of the plan are workplace health, health and safety, provision of [trauma risk management \(TRIM\)](#), and wellbeing. The force uses a variety of methods to determine, inform and understand risks and threats to workforce wellbeing and their underlying causes. These include staff surveys and the Police Federation pay and morale survey 2020. Based on the findings from this work, the force, in collaboration with Suffolk Constabulary, is reviewing flexible working arrangements. It may continue with some of the positive working arrangements that came about as part of the force's approach to COVID-19.

There is a network of wellbeing champions (who are officers on the ground) and wellbeing advisors. The force, in collaboration with Suffolk Constabulary, has two full-time wellbeing advisors. The force promotes peer support groups covering several topics including maternity and cancer support. The workforce is positive about the wellbeing provision, such as support for return to work and the employee assistance line that staff can self-refer to.

There have been bespoke campaigns relating to women's health, mindfulness and nutrition. Efforts to improve in this area are ongoing, and the force recently carried out an exercise to recruit mental health first aiders from among the staff. There is an employee assistance programme (EAP) to help support staff wellbeing. The EAP is run by an external company and offers a 24/7 telephone advice service for staff. The programme also provides advice and guidance to line managers to help them when dealing with their staff. Support and advice on mental health problems and financial and legal issues are offered. The service can be accessed by the individual affected or anyone else looking for advice on how to support the individual. The force has appointed an external provider of counselling welfare support to which the workforce can self-refer.

The force supports the welfare and wellbeing of volunteers. The special constabulary has the same access to internal welfare services as regular officers. Police support volunteers don't have access to the external counselling welfare support, but the force helps where it can. The force recognises that high demand could harm the wellbeing of the workforce. It is managing this issue well and so the effect on the workforce is reduced.

## **The force has achieved the needs of the policing education qualifications framework (PEQF) initial entry routes**

The force reassessed its recruitment processes to meet the needs of PEQF. Following due diligence, Anglia Ruskin University was selected as the preferred higher education institute. The pandemic delayed implementation of PEQF to April 2022. Locally, work continued on the programme, and workstreams progressed well in all areas to meet the implementation date. The force is making good use of external marketers to help with conceptual ideas for marketing and recruitment. This includes the use of focus groups with external contributors to understand people's views and perceptions of policing in Norfolk. The idea is to shape recruitment campaigns to meet the candidate requirements of the future. The force has a positive action plan and a positive action co-ordinator, who helps with recruitment and community involvement through schools, colleges and recruitment fairs.

Applicants can join Norfolk Constabulary through three different routes. The degree-level apprenticeship allows an applicant to obtain a degree apprenticeship in professional police practice over a three-year programme. Degree holder entry allows a candidate who already has a degree to follow a two-year work-based programme. At the conclusion they receive a graduate diploma in professional policing practice. Those wishing to join Norfolk Constabulary in the future can study for a pre-join degree. This is a three-year course (taken at the candidate's expense) followed by a shorter training programme. Being a special constable can be included in this route.

## **The force has a career management approach for officers and staff that helps them build successful careers in the organisation**

The force has a joint leadership development programme with Suffolk Constabulary called Leading with Care. It is, at one level, designed to develop and progress those deemed strategic leaders of the future. Another level is in place as the equivalent for sergeant and police staff. The programme is tied into staff and officers' annual professional development reviews and is needed on the route toward promotion. It links to the College of Policing's Senior Leadership Programme. It suggests routes to encourage and support underrepresented groups via the ASPIRE Leadership programme. It also gives support to new supervisors and advice on having difficult conversations. There are 300 or so people on the programme, of whom around 100 are police staff members. The programme is allowing the force to develop its workforce and helps staff build successful careers within, and in some cases outside, the organisation.

## **The force is building its workforce effectively for the future**

The force is working to make sure that it can build its workforce effectively for the future. It understands its recruitment needs and has an effective plan to meet them. The force actively looks for opportunities for collaboration in line with its statutory responsibilities. The collaboration with Suffolk Constabulary has been restructured so that recruitment of both police officers and police staff is now centralised. This is to support the Police Uplift Programme, the government's programme to increase the number of police officers. The force has a three-year forecasting plan for recruitment. The plan considers both uplift and attritions through people leaving the force for reasons such as retirement or for a new job. The force considers which areas of recruitment to prioritise; for example the CID, which is short of applicants. In light of this, the force continues to run a highly successful fast-track detectives programme.

The force's equality, diversity and inclusion plan understands the importance of workforce data and working towards collecting relevant information. As of 31 March 2021, 2.3 percent of Norfolk's police officers were from an ethnic minority background, (of those who stated their ethnicity) compared to an ethnic minority local population of 3.5 percent. Activities to improve have included the use of positive action recruiters, who link with ethnic minority candidates to support them through the process. Those who are successful are offered a buddy and mentor when they join. There have also been vetting issues connected with ethnic minority candidates. As a result vetting is now dealt with on a case-by-case basis.

## **Increasing numbers of staff are leaving the force, and it is working to better understand why this is and to reduce the numbers**

The force has seen a growing attrition rate from voluntary resignations, many of which are from officers in their first year. Most of the new officers who leave do so between starting and their first month of being independent, which is a change from previous trends. The force told us that in the year ending 31 March 2018 the attrition rate for new officers was 3 percent (5 officers). In the year ending 31 March 2022 the attrition rate was 21 percent (13 officers). It has developed Project Attrition to better understand the reasons for this and to find ways of reducing the attrition rate. The force assesses from its current data that people leave for four main reasons:

- Work-life balance (29 percent)
- Better career opportunities (28 percent)
- Job satisfaction (24 percent)
- Retirement/transfer to another force (24 percent).

The project team is increasing the numbers of exit interviews, as only around 40 percent of leavers have one at present. Staff from the People Directorate, which manages the recruitment and retention for the force, will also be phoning every leaver to try and find out why they left. The project is also working to improve career options for police staff. Around 100 police staff members are participating in the force's management development scheme, Leading with Care, with another 200+ police officers also taking part. The force is committed to advertising internal roles within the force first, to give staff an opportunity for progression. They hope that these measures can reduce the number of leavers, in particular officers in the early stages of their service.

## **Vetting and counter corruption**

We now inspect how forces deal with vetting and counter corruption differently. This is so we can be more effective and efficient in how we inspect this high-risk area of police business.

Corruption in forces is tackled by specialist units, designed to proactively target corruption threats. Police corruption is corrosive and poses a significant risk to public trust and confidence. There is a national expectation of standards and how they should use specialist resources and assets to target and arrest those that pose the highest threat.

Through our new inspections, we seek to understand how well forces apply these standards. As a result, we now inspect forces and report on national risks and performance in this area. We now grade and report on forces' performance separately.

Norfolk Constabulary's vetting and counter corruption inspection hasn't yet been completed. We will update our website with our findings and the separate report once the inspection is complete.



# Strategic planning, organisational management and value for money

## Outstanding

Norfolk Constabulary is outstanding at operating efficiently.

### Innovative practice

#### **The development and use of Power BI and data from partner organisations give the force an excellent understanding of performance and its management**

The force is making excellent use of data from its own systems and from partner organisations, via the county data warehouse.

Using Power BI, the force has significantly enhanced its ability to process and interpret large amounts of information about important trends. Data is presented in detailed diagnostic dashboards, which visualise demand and vulnerability data. This is allowing senior and operational leaders to gain a comprehensive understanding of demand, risks and opportunities. The dashboards display 12 months' rolling data, collated from numerous relevant databases in a clear and detailed way. Hyperlinks are being created for users to click on when they need more information. The approach to data and analytics taken by the force is developing a more sophisticated understanding of demand and risk.

To further enhance the system, the force is in the process of getting approval for a data warehouse. This will mean that all data, including that from partner organisations, is put in and extracted from a single location, making processes extremely efficient.

### Main findings

In this section we set out our main findings that relate to how well the force operates efficiently.

## **The force has an effective strategic planning and performance framework, making sure it tackles what is important locally and nationally**

The force's strategic plan takes account of the Police and Crime Commissioner's Plan 2022–24 and the [force management statement \(FMS\)](#). A comprehensive outcome-based budgeting (OBB) process underpins all budgeting decisions for meeting expected demand, performance, outcomes and priorities. The thread of shared objectives with the police and crime commissioner (PCC) is visible through the force's operational and departmental plans. A mature performance framework underpins the priorities and strategic objectives at all levels of the force. The workforce understands its role in achieving force priorities and objectives. A strategic planning unit (Norfolk Horizons) makes sure that innovation is embraced and that the focus stays on the PCC and force strategic plans and priorities as regards investment.

The force works with the public in numerous ways. Each policing district has a dedicated engagement officer who is responsible for co-ordinating proactive contact with the local community via several channels. Effective analysis of information and data by the strategic, business and operational service (SBOS) department helps the force to make sure it operates as effectively and efficiently as it can. SBOS offers several services designed to support the force in policing across all business areas. The department offers analysis and research, programme and project management, data insight, evidence-based policing and broader governance and change management. This means that the data underpinning decisions can be trusted.

## **The force has an excellent understanding of demand**

The FMS outlines the main issues, threats and gaps in demand and resourcing within the force over the next four years. Strategic partners such as local authorities are actively involved in the early stages of the development of the FMS. This adds further value to the force's understanding of demand and what matters locally. Professional judgment is used to help with quantification and interpretation of current and future demand. This is supported by substantial demand data and forecast modelling. It identifies the main problems the force faces, including new legislation and guidance, digital footprints on crimes, difficulties in recruitment and retention, and skills gaps in a young and inexperienced workforce.

The force's development and use of data results in an excellent understanding of performance and management. The detailed approach in its use of data from its own systems and from partner organisations, via the county data warehouse, is impressive. The force can present detailed data to its senior and operational leaders in a way that supports a comprehensive understanding of demand, risk and opportunities. An example of this approach is the recent development of the statutory time limit data to improve management of investigations that are subject to time limits.

The investment in a comprehensive data suite and the refreshing approach to partnership data mean that the force can determine demand challenges and take steps to mitigate the risk. For example, the criminal justice processes have been identified as a significant risk due to the unprecedented demand and backlogs at courts, coupled with the new guidance on disclosure and the ever-growing complexity of managing cases. Linked to this, the force recognises how digital technology has an effect on its work and estimates that around 90 percent of all cases have a digital element. It is also encouraging leaders to consider new and emerging problems such as the developing cost of living crisis, new and evolving communities and how the increased pressure placed on other organisations will affect force demand.

### **The force has an operating model that helps it deal with priorities and meet demands**

The force regularly reviews the operating model and parts within it to make sure it stays fit for purpose and can deal with changing demands. The strategic planning team (Norfolk Horizons) reviews processes to continually assure the force that its model is fit for the future. This work is also helping determine where pressures exist.

The force is aware of its changing workforce profile, particularly through the Police Uplift Programme. Acknowledging these challenges, the Norfolk Horizons team ran a programme focused on how best to provide policing, considering the changes to recruitment, and how to maximise the opportunity that the Police Uplift Programme of officers gives. The force's share of the programme will realise an additional 224 roles by March 2023. It has prioritised where these roles will be placed within the force. They will all be aligned to the force's identified priorities. This includes officers being posted to local policing and investigations.

### **The force makes the best use of the finance it has available, and its plans are both ambitious and sustainable**

The force has produced an MTFP covering the period 2020–26, which is clear with sensible assumptions. The force makes the best use of the finance available, which is important as its operating model is under pressure due to the rise in demand. Its financial plans are both ambitious and sustainable.

The force has established which savings it needs to make and has plans in place to make them. The comprehensive understanding of demand that the force faces is helping with efficiency while maintaining service provision. This is feeding the force OBB process. OBB aligns budgets to demand, performance, outcomes and priorities. The process analyses the force's spending against priorities, allowing development of projects to target efficiency and need for investment. The force underpins the OBB process with the FMSs, which project expected future demand, risks and opportunities.

The force and its leaders show good fiscal management. The OBB process means that force staff are better informed and held more accountable. This provides confidence that the force has a good approach to operational management and service provision.

**The force has developed ambitious and effective collaborations with partner organisations, demonstrably leading to better value for money**

The force has an excellent track record of making savings both from the Norfolk-only cost centres and from the collaborated space. This is where they work closely with other constabularies and strategic partners.

The strong and highly effective collaboration between Norfolk Constabulary and Suffolk Constabulary has been in place since 2010 and has yielded savings of over £44.7m (£23m Norfolk and £21.7m Suffolk). A further £3.3m of savings from this collaboration is budgeted in 2021/22, of which £1.7m relates to Norfolk. Besides the financial collaboration, the force has worked with Suffolk Constabulary on developing an environment strategy, estates strategy and outcome-based budgeting. The force is also part of a seven-force strategic network with Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent and Suffolk police forces, all of which are looking at ways of pooling resources to save money. Recent workstreams have included work on procurement, forensic case management and vetting.

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**ORIGINATOR:** Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC's Accountability Meeting – October 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 summary forecast position on 30<sup>th</sup> June 2022. The total Group Revenue Budget is forecast to underspend by £0.055m (0.03% of net revenue budget).

1.2 The high-level summary is as follows:

	Budget	Outturn	Over(-)/Under spend	
	2021/22		£000	%
	£000	£000	£000	%
<b>Office of the Police and Crime Commissioner</b>	<b>1,236</b>	<b>1,208</b>	<b>27</b>	<b>2.21%</b>
<b>PCC Commissioning</b>	<b>1,319</b>	<b>1,319</b>	<b>(0)</b>	<b>-0.01%</b>
Chief Constable Operational Spending	198,197	198,170	28	0.01%
Transfer from Reserves	(195)	(195)	0	0.00%
<b>Chief Constable Operational Spending (net)</b>	<b>198,002</b>	<b>197,975</b>	<b>28</b>	<b>0.01%</b>
Capital Financing	5,836	5,836	0	0.00%
Transfer from reserves	(111)	(111)	0	0.00%
<b>Capital Financing (net)</b>	<b>5,725</b>	<b>5,725</b>	<b>0</b>	<b>0.00%</b>
<b>Contribution to Reserves</b>	<b>1,095</b>	<b>1,095</b>	<b>0</b>	<b>0.00%</b>
<b>Specific Home Office Grants</b>	<b>(13,659)</b>	<b>(13,659)</b>	<b>(0)</b>	<b>0.00%</b>
<b>Total</b>	<b>193,718</b>	<b>193,663</b>	<b>55</b>	<b>0.03%</b>

- 1.3 Due to several global factors, inflation is running at its highest level for many years with CPI having peaked at 9.4% in June. The force has made a provision of £1.5m in respect of non-pay inflation and it is forecast that this is required and spent in full in advance of further work to assess the impact of rising costs, particularly in respect of fuel, energy and significant contracts.
- 1.4 The Constabulary assumed a 3% pay award for police officers in the current financial year, however the government has confirmed an overall 5% increase in pay to police officers from 1 September 2022 (£1,900 increase for each rank), resulting in an additional in-year cost pressure of approximately £1.2m. The Home Office have confirmed that £350m will be made available to forces over the next 3 years to support this increase, and that £70m will be allocated to forces in 2022/23 in line with the grant formula. This means Norfolk will receive approximately £0.8m. The net impact of the police pay award in the current year is therefore £0.4m and will be captured in future reports.
- 1.5 Police staff have received a pay award of 2.1% from 1 April 2022 (equivalent to 3% from 1st September). However, as part of the settlement UNISON retained the right to re-open pay discussions should officers receive a pay award more than 3% this financial year. Should UNISON be successful in negotiating a 5% increase overall for police staff then this would equate to an increased cost of approximately £0.6m, which is currently not forecast but remains a risk.
- 1.6 The Constabulary Revenue Budget is forecast to be under-spent by £0.028m at the year-end. The main variances are provided in the following table:



	<b>Budget</b>	<b>Full</b>	<b>Over (-)</b>
	<b>2021/22</b>	<b>Year</b>	<b>/ Under</b>
	<b>£000</b>	<b>Forecast</b>	<b>Spend</b>
		<b>£000</b>	<b>£000</b>
Pay Related Costs	163,719	163,927	(208)
Other Employee Costs	2,641	2,699	(57)
Property Related Costs	17,009	17,052	(43)
Transport	3,621	3,741	(119)
Supplies and Services	16,840	16,998	(158)
Third party payments	7,834	7,878	(45)
Corporate	5,448	5,447	0
Income	(18,914)	(19,572)	657
Transfer from Reserves	(195)	(195)	0
<b>Total</b>	<b>198,002</b>	<b>197,975</b>	<b>28</b>

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

1.8 Capital

1.9 The Capital Budget and forecast expenditure is as follows:

	<b>Original Budget</b>	<b>Changes to be approved</b>	<b>Revised Budget</b>	<b>Outturn</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Slippage from 2021/22	6.317	0	6.317		
Table A – schemes approved for immediate start 1 April 2022	6.941	0	6.941		
<b>Total Capital Programme</b>	<b>13.258</b>	<b>0</b>	<b>13.258</b>	<b>13.258</b>	<b>0</b>
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.166	0	3.166		
<b>Total</b>	<b>16.424</b>	<b>0</b>	<b>16.424</b>		

1.10 The current forecast expenditure at year-end is £13.258m.

**(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	<b>Establishment for Police Officers</b>	1,808	1,672	1,519	8.1%	19.0%
	<b>Police officer strength</b>	1,785	1,694	1,553	5.4%	14.9%
	<b>Establishment for Staff</b>	1,358	1,277	1,140	6.3%	19.1%
	<b>Staff strength</b>	1,282	1,230	1,115	4.2%	15.0%
	<b>% hours lost to sickness for Police Officers</b>	5.6%	4.4%	4.5%	1.2p.p	1.1p.p
	<b>% hours lost to sickness for Staff</b>	5.4%	4.9%	4.4%	0.5p.p	1.0p.p

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

The date range for the Last 12 months was 01/07/2021 – 30/06/2022 unless otherwise stated. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

**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 Both the Establishment and Strength have continued to grow over the last 12 months as the table indicates. Police Officer Strength is currently 98.7% of the establishment, and this picture continues to improve with new intakes. During the financial year, there have been 11 transferees appointed, and there remain applicants going through the various stages of the recruitment process.

#### 2.6 Absence Management Update

2.7 Over the first part of the year, sickness remained higher than average levels. This was primarily owing to continued Covid related absence. The Constabulary saw a rise in absences related to Covid during June and July, but forecasts for absence levels for police officers and are expected to be below the long-term average for the rest of the summer months.

#### 2.8 PEQF Recruitment Process

2.9 20 new recruits joined on the first PCDA Pathway in June, making a total of 36 students brought into force under PEQF to the end of June. Further intakes are due in August (DHEP - 20), September (PCDA - 32), and December (PCDA - 24) and there is a strong assurance from the number within recruitment pipeline that these will be full.

#### 2.10 Wellbeing Overview

2.11 The department has undertaken a review of local wellbeing strategies with the aim to update them over the next few months. The team are also working to deliver several different wellbeing initiatives to provide continued support for officers and staff across the Constabulary.

### **(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 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, which will be in use at the end of 2022.

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:

- Arrival of Steve Kearney as new ICT Director
- Work has begun on refreshing the 2022-2025 ICT Strategy and delivering the 'Strategy on a page'. It is expected that the new Strategy will be launched in November
- ICT are working closely with SBOS on confirming the delivery plan for 22/23 and prioritising deliverables against business priorities and impact
- ICT have gone live with the ICT support chat function. This will allow ICT to respond more efficiently to ICT support calls and thus reduce wait and resolution times

3.12 Key developments for the next report period are:

- Delivery of next phase of Modern Workplace with the introduction of open Zone facilities in OCC (1.1.66)
- Delivery of the ICT infrastructure and front-line facilities for Broadland Police Station
- In parallel to the ICT Strategy, ICT work continues on a number of strategic initiatives including our longer term aims around Cloud solutions across several deliverables including Forensics and back-up solutions
- Work commencing around planning for future ICT refresh programmes using more efficient, cost effective and low risk technologies to meet our longer-term cross force objectives

3.13 Fleet Strategy update

3.14 The draft Strategy takes account of known risks and the need for robust measures to be in place to ensure business continuity, including but not limited to vehicle supply, component supply and vehicle conversion in the light of the negative impacts of COVID 19, BREXIT and the conflict in Ukraine upon the supply chain.

3.15 Whilst the combined impact of these events is expected to be felt for the period of this strategy, the current protracted delivery times for new vehicles is providing challenges to introduce vehicles into service within preferred timescales. The Strategy will need to be flexed to accommodate these delays.

#### **(4) Achieving Best Value from Police and OPCC funding**

4.1 HMICFRS

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

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

- 4.4 HMICFRS have concluded the 2021/22 PEEL Inspection for Norfolk Constabulary and are due to publish their 2021/22 report w/c 10<sup>th</sup> October 2022. The report will now assess the force over 12 separate assessment areas. Some gradings will include narrative assessments and some gradings will be published later in the year.
- 4.5 Norfolk Constabulary is one of 6 forces to be selected as part of the national HMICFRS inspection into Group CSE (Child Sexual Exploitation). This inspection is being conducted in October 2022 with the findings forming part of a national thematic report.
- 4.6 In May as part of the 2021/22 PEEL Inspection, HMICFRS inspected Norfolk's response to Serious and Organised Crime with the results expected to be published in December 2022.

## **(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 RG Carter will hand over the site on 3<sup>rd</sup> October 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 premise located in North Lynn is ‘*under offer*’ and the sale is with solicitors. The sites at Acle and Sprowston will come to market at the end of 2022. The former Holt and Swaffham Police Stations and land at Stalham are currently on the market for sale.
- 5.13 Carbon Reduction
- 5.14 Carbon Reduction works are completed 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 several 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 started in May 2022 in Great Yarmouth and will continue over the summer months with a review of the findings planned in the Autumn. Analysis has been carried out for Norwich and King’s Lynn in preparation for further roll-out.
- “Operation Discovery” - is a pilot aimed at improving the timeliness and quality of crime investigations. It was launched in June 2022. 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.
- “Rapid Video Response” – 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.

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



**ORIGINATOR:** Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC's Accountability Meeting – October 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 an excellent/good job	85%	88%	Data not available	-3.0p.p	Not applicable
	Public Perceptions: I have confidence in the police in my local area	76%	84%		-8.0p.p	
	Public Perceptions: Deal with crime/ASB that matter	53%	61%		-9.0p.p	
	Public Perceptions: Understand issues that affect your community	60%	68%		-8.0p.p	
	Public Perceptions: Satisfaction with the level of policing in your local area	51%	59%		-8.0p.p	

Table 1: Public Perceptions survey data

The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021.

Area	Indicator	01.07.21 to 30.06.22
Visible and trusted policing	PSD complaints	460
	PSD complaints logged within 2 working days	90.2%
	PSD complainants contacted within 10 working days	69.9%
	PSD data complaints time to resolve – Schedule 3 only (average in working days)	72
	PSD data complaints time to resolve – Outside Schedule 3 (average in working days)	42
	PSD complaints finalised where the service provided was not acceptable	60
	Reviews upheld	9
	Chapter 13 letters	4
	PSD conduct cases	52
	Misconduct hearings	5
Misconduct meetings	3	

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 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/04/2020 – 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.

Conduct - Any matter which is not and has not been the subject of a complaint where there is an indication that a person serving with the police may have—

- (a) committed a criminal offence; or
- (b) behaved in a manner which would justify the bringing of disciplinary proceedings.

## Police and Crime Plan – Pillar 2 – Visible and Trusted Policing

Misconduct hearing – Means a hearing to which the officer concerned has been referred under regulation 23 of the Police (Conduct) Regulations 2020, to determine whether the conduct of the officer amounts to misconduct or gross misconduct or neither and whether disciplinary action should be imposed

Misconduct meeting – Means a meeting to which the officer concerned has been referred under regulation 23 of the Police (Conduct) Regulations 2020 to determine whether the conduct of the officer amounts to misconduct or not and whether disciplinary action should be imposed

### 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.

1.6 The data trend indicates that there are some concerns from the public about some aspects of policing in Norfolk particularly in relation to responding to reports of anti-social behaviour. Neighbourhood issues can be felt acutely by communities but are less obvious if viewed in isolation. Effective engagement with communities, including hard to reach and vulnerable groups, is key to improving public perceptions of the response. However, 85% of people report confidence that police are doing an excellent or good job, and this is still a strong indicator of general performance of Neighbourhood policing.

1.7 Norfolk Constabulary continues to record high levels of engagement activity. Norfolk Constabulary are developing new Engagement Plans and have recruited Local Communication Officers to work alongside Safer Neighbourhood Teams to promote the positive work being done in Communities. The opportunity to amplify key messaging is intended to reassure the public and promote confidence in policing services. A new version of the Engagement Application will be launched in September 2022.

## 1.8 Complaints Update

- 1.9 In the reporting period, 460 complaints were received, this is a decrease of 16% compared to the previous year.
- 1.10 Complaints should be logged, and complainants contacted 'as soon as possible'. 90% were logged within 2 working days and 70% of complainants were contacted within 10 working days.
- 1.11 Cases took, on average, 72 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 60 of 415 finalised cases, the service provided was deemed 'not acceptable', which is 14.5%.
- 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 17 reviews, identifying 4 that required further work. The Local Policing Body (the Office of the Police and Crime Commissioner) determined on 45 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 four of these reports, two related to complaints and two to conduct cases.

## 1.15 Conduct Update

- 1.16 In the reporting period, 52 conduct cases were recorded, this is an increase of 73% compared to the previous year.
- 1.17 Three police officers, one Special Constable and one member of police staff were subject of misconduct hearings in the reporting period. Of the officers and staff, 2 were dismissed, and a further 2 would have been dismissed had they not resigned.
- 1.18 The 3 misconduct meetings held in the reporting period resulted in 2 Final Written Warnings and a Written Warning for the officers concerned.
- 1.19 The conduct resulting in either a meeting or hearing can be split into several categories:
- Meetings: - Use of Force, Inappropriate communication with a colleague and Inappropriate domestic communications
  - Hearings: - Unprofessional behaviour towards a colleague, suspect in a serious criminal investigation and honesty & integrity relating to finance.

1.20 Misconduct cases are reviewed to ascertain any learning and the results of hearing and meetings are published monthly to highlight to the wider Constabulary the behaviour of others. This is to provide officers and staff with an opportunity to learn from the mistakes of their colleagues and demonstrate the consequences of such behaviour.

## (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	118	116	116	1.7%	1.7%
	Effective strength for Beat managers	110	102	110	7.8%	0.0%
	Effective strength for Beat managers (% of establishment)	93.2%	87.9%	94.8%	5.3p.p	-1.6p.p
	Establishment for Sergeants	139	132	132	5.3%	5.3%
	Effective strength for Sergeants	136	133	136	2.3%	0.0%
	Effective strength for Sergeants (% of establishment)	97.8%	100.8%	103.0%	-3.0p.p	5.2p.p

Table 3: Establishment, strength for Beat Managers and Sergeants

The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

### 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 The above data table reports on the number of Beat Manager and Local Policing Neighbourhood Sergeant posts established and whether those posts are currently occupied or vacant.

2.6 The effective strength for Beat Managers has increased slightly compared with the previous quarter (110 this quarter against 107 last quarter). The effective strength for Sergeants has also increased this quarter when compared with the previous quarter (136 this quarter against 130 last quarter). This is reflective of the continued investment in dedicated Neighbourhood Policing posts by the Chief Constable.

2.7 An extensive problem-solving training programme has concluded during this quarter. This training has been delivered to 822 officers and staff working in Neighbourhood policing and Safer Neighbourhood Team Patrol roles.

2.8 The Constabulary has appointed four Local Communications Officers. The post-holders perform a crucial role in keeping the public informed about the activities and outcomes of Local Neighbourhood Policing Teams through social media platforms, face-to-face engagement and other communication channels.

2.9 A Local Policing Engagement Plan is being developed and will be launched alongside an updated version of the Force Forms Engagement Application. This allows the Constabulary to record and monitor community engagement activity.

2.10 Over the Summer months, the Assistant Chief Constable Nick Davison has planned Engagement Briefing Events for all Neighbourhood Policing Teams to ensure that officers are communicating to communities in a consistent manner and representing the key messages of Norfolk Constabulary appropriately.

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

Area	Indicator	Last 12 months
Visible and trusted policing	<b>Total Engagements</b>	18,515
	<b>Park Walk Talk engagements</b>	7,654
	<b>General engagements</b>	3,833
	<b>Targeted Activity engagements</b>	1,996
	<b>Streetsafe engagements</b>	1,436
	<b>Key Individual Network engagements</b>	1,248
	<b>Community meetings engagements</b>	705
	<b>Stakeholder meetings engagements</b>	615
	<b>Education engagements</b>	559
	<b>Public events engagements</b>	338
	<b>Citizens in policing engagements</b>	96
	<b>Training and recruitment engagements</b>	35

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

The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

#### **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 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.
- 3.10 Engagement across the Constabulary has risen year on year.
- 3.11 Park, Walk, Talk remains the most common form of engagement. This is not just about undertaking foot beat patrols and being seen by the public. Officers are tasked to speak with members of the public to find out about the policing issues causing them most concern. However, those officers are also briefed to talk to the community about actions police are taking in the local area to tackle crime and anti-social behaviour.
- 3.12 Engagement continues to be driven by Local Policing Neighbourhood Teams. Examples of good practice include Park, Walk, Talk briefing boards in stations where beat officers can highlight to Patrol officers those locations that have been identified through Anti-Social Behaviour incidents or Street Safe reports. Policing teams continue to use social media to highlight and amplify engagement and policing activity.
- 3.13 Norfolk Constabulary has used the national Street Safe Campaign as a platform for engagement activity with vulnerable groups. Officers have visited areas identified by the public as 'feeling unsafe' and engaged with persons there to provide reassurance and find out more about what is causing these feelings of vulnerability.
- 3.14 Norfolk Constabulary are now holding more face-to-face SNAP priority setting meetings following the lifting of Covid restrictions which has seen increased engagement with the public. Hybrid Priority Setting Meetings are still being piloted in the Norwich District. These involved a face-to-face meeting which is broadcast simultaneously on interactive social media platforms.

3.15 Update on the work of the Local Communication Officers

- 3.16 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.
- 3.17 The Constabulary continues to work towards increasing visibility on its digital platforms, through the work of Local Communication Officers (LCOs). LCOs are building relationships with Beat Managers, Sgts and Inspectors as well as other policing teams. The LCOs have and continue to change their shifts patterns to attend engagement events, police patrols and police priority setting meetings.
- 3.18 With their knowledge and experience of digital communications, the LCOs can judge where best to promote police activity to make sure it's promoted in the right place to reach the right audience. The LCOs have increased video/image content on the channels while also providing more context around certain types of post.
- 3.19 The improved relationship between the LCOs and the Safety Camera Team has resulted in better information sharing and the ability to respond to questions from the public about speeding concerns in their area.
- 3.20 LCOs now have access to MyBeat, a system they can use to search for actions and outcomes of patrols in their districts, and they've had media training to deal with local enquiries. The training has also helped to highlight how the LCOs can work with the media to promote police work, which is demonstrated by work carried out in Great Yarmouth to highlight and introduce new Beat Managers to their local communities.
- 3.21 The LCOs are trialling new methods for hybrid Safer Neighbourhood Action Panels (SNAPs) and in June, Norwich East Safer Neighbourhood Team held the first SNAP with live commentary. In Norwich, the LCO has started publishing news releases to local media to highlight existing priorities.
- 3.22 Internally, Corporate Communications have sent additional messages to local commanders to highlight the role of the LCOs. Assistant Chief Constable (ACC) Nick Davison has hosted three Engagement Briefings so far attended by officers involved in Neighbourhood Policing.

#### **(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	410,960	447,381	Data not available	-8.2%	Not applicable
	999 calls	117,063	107,137	111,397	9.3%	5.1%
	% 999 calls answered within 10 seconds	87.8%	90.7%	90.4%	-2.9p.p	-2.6p.p
	101 calls	293,897	340,244	Data not available	-13.6%	Not applicable
	Average time to answer 999 (in seconds)	5.9	5.1	Data not available	0.8 seconds	Not applicable
	% Emergencies in Target - County	86.8%	89.7%	89.3%	-2.9p.p	-2.5p.p
	% Emergencies in target - Urban	88.8%	91.7%	91.2%	-2.9p.p	-2.4p.p
	% Emergencies in target - Rural	84.7%	87.8%	87.4%	-3.1p.p	-2.7p.p
	Average time to attendance for B1 (HH:MM:SS)	01:00:49	Data not available		Not applicable	
	Average time to attendance for B2 (HH:MM:SS)	09:44:22	Data not available		Not applicable	
	Average time to attendance for C (HH:MM:SS)	39:18:48	17:38:18	20:57:33	122.9%	87.6%
	Average time to attendance for Diary apps (HH:MM)	85:22:16	40:31:42	59:48:40	110.6%	42.7%
	% calls addressed through phone resolution	29.7%	30.7%	34.7%	-1.0p.p	-5.0p.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 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

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/on-line contact 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 The summer months of June/July/Aug are the busiest months in the CCR and for the force. The warmer and lighter evening, school holidays, tourism and summer

festivals combine with a time when most departments are at their maximum leave thresholds, putting the organisation at maximum stretch whilst operating its business-as-usual model.

4.8 The impact of the pandemic presents a complex picture of 101 call data with the 'locking/unlocking' of society, the introduction of new legislation, guidance and policy, often at short notice, generated significant peaks and troughs in public contact. The significant drop in calls for service over this period is likely to only be temporary; however, work is ongoing with partners to reduce non-police calls for service and to create greater public choice by improving on-line services which is likely to see some channel shift away from telephony contact.

4.9 Incident attendance remains good but is notably trending down over the last 12 months. There is a correlation between the increase in 999 calls and grade A deployments; more grade A deployments pulls resource away from servicing other deployment grades. The geography of the county has and will always be a challenge for the force which seeks to place resources where the highest demand is whilst still being able to service the extremities of the county.

#### 4.10 Update on Development.

4.11 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.

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

4.13 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.

4.14 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.

4.15 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 7<sup>th</sup> best nationally for the reporting quarter (1<sup>st</sup> April-30<sup>th</sup> June 2022).

4.16 Further changes are planned throughout 2022/23 and include shift pattern changes to align staff with expected demand will take effect on the 3<sup>rd</sup> of October 2022.

## **(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, website and via media releases:

#### **APRIL**

- **25-29** National Stalking Awareness Week
- **25-29** Counterfeit fraud campaign – City of London/Action Fraud
- **29** Modern Workplace live event

#### **MAY**

- **2-8** Mobile Phone campaign
- **9-15** Mental Health Awareness Week
- **12** National Firearms Surrender (Op Aztec)
- **16 -22** NPCC Op Sceptre week of action
- **16- 20** Courier Fraud campaign City of London
- **17-23** Global Road Safety Week
- **17** International Day Against Homophobia, Transphobia and Biphobia (IDAHOT)
- **23-27** NPCC Criminal Justice Week - showcasing proactive work with the CJ system

#### **JUNE**

- **1-7** Volunteers Week
- **13** Investment Fraud Campaign – City of London Police
- **29-30** Royal Norfolk Show

END.

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



**ORIGINATOR:** Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC's Accountability Meeting – October 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	<b>Domestic abuse crimes</b>	14,094	14,032	12,696	0.4%	11.0%
	Solved	1,359	1,227	1,299	10.8%	4.6%
	- % solved	9.6%	8.7%	10.2%	0.9p.p	-0.6p.p
	Charged	1,148	1,013	1,063	13.3%	8.0%
	- % charged	8.1%	7.2%	8.4%	0.9p.p	-0.2p.p
	% where victim not ready to engage	58.2%	60.0%	59.6%	-1.8p.p	-1.4p.p
	% where investigation not possible	0.9%	0.6%	0.8%	0.3p.p	0.1p.p
	% of all crime	20.7%	21.3%	19.5%	-0.6p.p	1.2p.p
	Arrest rate	24.1%	20.2%	25.3%	3.9p.p	-1.2p.p
	<b>Rape and Serious Sexual offences</b>	2,662	2,212	2,256	20.3%	18.0%
	Solved	165	156	152	5.8%	8.6%
	- % solved	6.2%	7.1%	6.7%	-0.9p.p	-0.5p.p
	Charged	144	144	128	0.0%	12.5%
	- % charged	5.4%	6.5%	5.7%	-1.1p.p	-0.3p.p

Table 6: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests  
The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

#### 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 The Constabulary VAWG plan is overseen by the Assistant Chief Constable for Local Policing. Progress and performance are scrutinised regularly at the Force Performance Meeting.
- 1.5 The Constabulary approach is based on three pillars:
- Building Trust and Confidence
  - Relentless Pursuit of Perpetrators
  - Safer Spaces.
- 1.6 The intention is that through building the confidence of women and girls around the police response, through pursuing those who would do them harm, and by providing safe spaces to live and work the Constabulary will bring about reductions in violence and increased feelings of safety



## 1.7 Building Trust and Confidence

1.8 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.

1.9 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.

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

## 1.11 Relentless Pursuit of Perpetrators

1.12 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.

1.13 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.

## 1.14 Safer Spaces

1.15 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.

## 1.16 Commentary on the data

1.17 Although the volume of Domestic Abuse crime continues to rise, being one of a small number of crimes that never decreased during the Covid pandemic, the

rate of increase is believed to be slowing. It remains the case that improved crime recording standards is likely behind this increase.

- 1.18 Within this context it is pleasing to note the increase in solved rate against the previous 12 months and that it is now approaching the long-term average, and to see the same trend in arrest rates. While arrest is only one tactic available to police it is an important way of providing a safe opportunity for victims to give evidence to support a case.
- 1.19 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.
- 1.20 Each case requires an immediate and comprehensive response, and a combination of the complexity of evidence required and the pressures on the whole of the criminal justice system mean that it can be some months after a crime is reported before charges are laid. This is one reason for the reduced solved rates.
- 1.21 The force is fully engaged with developing national good practice in this area via Operation Soteria which is being led by the National Police Chiefs Council. This means that we will continue to introduce new ways of working to improve experiences for victims of these most serious offences.
- 1.22 On-going work
- 1.23 The Constabulary VAWG plan is overseen by the Assistant Chief Constable for Local Policing. Progress and performance are scrutinised regularly at the Force Performance Meeting.
- 1.24 Q2 2022 has seen a range of communication and training updates to front line officers investigating Domestic Abuse. This has included advice on how to maximise the amount of evidence available at the scene of the crime to ensure that the victim does not feel it is their word against their abuser's. We have also worked with victims to bring home to officers the impact of suffering from this kind of abuse to promote better empathy when dealing with such cases.
- 1.25 The force has also been working with academics from the University of Bournemouth and Birkbeck College to support national developments in the area of examining the mobile devices of victims when serious sexual offences are reported. The force has been a pioneer in terms of limiting the examination to matters relevant to the offence only, and in being able to return devices to victims as soon as possible. Our new investigations hubs, both of which will be open by the end of the year, mean that in most cases device examinations will be completed on the same day that the victim hands their phone to police.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Serious & organised crime disruptions (Disruptions against Tactical Vulnerabilities/Priority Individuals included)	102	61	Data not available	67.2%	Not applicable
	Serious & organised crime disruptions (Disruptions recorded against scored OCGs only)	99	60		65.0%	

Table 7: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs)

Area	Indicator	June 2022 only
Tackling crime	<b>Live Serious and organised crime threats (Tactical Vulnerabilities/Priority Individuals and OCGs)</b>	
	DRUGS	15
	MODERN SLAVERY AND HUMAN TRAFFICKING	2
	ACQUISITIVE CRIME	2
	NON-NATIONAL CONTROL STRATEGY	1
	OTHER	3
	<b>Live Serious and organised crime threats (Disruptions recorded against scored OCGs only)</b>	
	DRUGS	14
	MODERN SLAVERY AND HUMAN TRAFFICKING	2
	ACQUISITIVE CRIME	2
	NON-NATIONAL CONTROL STRATEGY	1
	OTHER	2

Table 8: Live Serious and Organised crime threats (Tactical vulnerabilities/Priority individuals and scored Organised Crime Groups)

The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

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 Update

2.7 A significant investment has been made in reviewing and refreshing the processes to claim disruptions which is a key measure of how the Constabulary makes an impact against OCG's.

2.8 The Constabulary has achieved a 60% increase in disruptions when compared against last year.

2.9 The predominant crime time remains drugs, followed by modern day slavery and human trafficking, however poly-criminality is often identified in most OCG investigations.

## 2.10 Notable Results

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

- An OCG dismantled resulting in 7 charged and remanded awaiting trial, £309,360 cash, 7.25 kilos Cocaine, 52 kilos cannabis and 3 vehicles recovered.
- 2 prominent members who had fled the UK tracked down, arrested and returned to the UK to face trial.
- OCG dismantled who were utilising encrypted communications to run their drug supply operation

## 2.12 Fraud Investigations in Norfolk

2.13 Norfolk Constabulary have a pilot program relating to fraud investigations which embeds the Fraud Investigation Model (FIM) and improves outcomes for victims, utilising supervision by a dedicated Detective Sergeant. Good practice is highlighted for implementation across the county.

2.14 The Constabulary's response to High Harm fraud is victim focussed, with all who consent receiving support from the National Economic Crime Victim Care Unit (NEVCU). Victims identified as vulnerable receive further support through Operation Bodyguard.

2.15 A national campaign regarding “courier” fraud is supported within Norfolk under Operation Radium. This involves treating incidents as a priority with a dedicated planned response, agreed banking protocol and regional working to identify offenders

### **(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	12	19	Data not available	-36.8%	Not applicable
	Possession with intent to supply - arrests	246	332	399	-25.9%	-38.3%
	Concerned in supply of controlled drugs - arrest	273	404	454	-32.4%	-39.9%

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 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

#### 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 Since 2019 a dedicated County Lines Team has been working in partnership with exporting forces including the Metropolitan Police Service under Operation Orochi to target those in control of the lines and bring offenders to justice.

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

#### 3.5 Update

3.6 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 75 in 2019 to 30 in June 2022 meaning that there were fewer lines available to be targeted.

3.7 Over the last 12 months there have been on average 33 active lines at any one time which shows how enforcement activity is ensuring there is no sustained growth in the number of active lines.

3.8 Activity during this quarter has focussed on targeting overlapping threat, harm and risk of County Lines and youths that are at risk of exploitation and gang related violence, which has seen the County Lines team working in close partnership with the pilot Youth Violence & Early Intervention Team and MACE.

3.9 A recent example of the work undertaken by the team saw enforcement activity in June against a significant Count Line resulting in 12 people charged with conspiracy to supply crack cocaine and heroin in Norwich.

3.10 In addition to this, work has continued with partners including British Transport Police resulting in the arrest and charging of a 19-year-old man from Bromley, London in connection with supplying crack cocaine and heroin in Norwich.

**(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	192	309	369	-37.9%	-48.0%
	Farm machinery thefts	47	46	54	2.2%	-13.0%
	Livestock worrying incidents	14	12	11	16.7%	27.3%

Table 10: Hare coursing and Livestock worrying incidents and Farm machinery thefts  
The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

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, the Constabulary seeks to issue Joint force Community Protection Warnings (CPW) and Community Protection Notices (CPN) and will eventually consider Criminal Behaviour Orders (CBO) when applicable, aimed at tackling the more persistent offenders.

A quick summary of these tactics:

- Community Protection Warning (CPW) – a formal warning by officers to a perpetrator stating that a *Community Protection Notice* will be issued if the behaviour continues.
- A Community Protection Notice (CPN) - can be issued against a persistent anti-social behaviour perpetrator and the failure to comply can lead to sanctions. Failing to comply with a CPN is a criminal offence. On conviction, a magistrates' court (or youth court if the perpetrator is aged 16 or 17) has a

range of options including, a fine, ordering the perpetrator to carry out remedial work, make a forfeiture order requiring any specified item be handed over to the police, local authority or designated person or order the seizure of specified items.

- Criminal Behaviour Order (CBO) – is available on conviction for any criminal offence aimed at tackling the most persistent offenders and can be used to address anti-social behaviour.

#### 4.4 Hare Coursing

4.5 Reports of Hare Coursing across the County remain low. The Constabulary has a proactive response to such incidents including seizure of dogs used in coursing which has both a financial and emotional impact to offenders and acts as a deterrent for activity in this county.

4.6 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.

4.7 The Police Crime Sentencing and Courts Act 2022 offers tougher sentencing and increased powers in relation to the offence of Hare Coursing. Anyone caught hare coursing will now face an unlimited fine and up to six months in prison. Several other measures have also been introduced including powers for the court to allow reimbursement of kennelling costs and disqualification of convicted offenders from owning or keeping a dog.

#### 4.8 Farm Machinery Thefts

4.9 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.

4.10 The figures for this period do not show any great change to the ongoing issue of equipment thefts.

4.11 Operation Huff continues in the county focusing on the early response/attendance to GPS theft enabling the maximum opportunity for forensic recovery. There have been several successes including recovery of stolen items

utilising a tracker system. Globally, a shortage of microchips has created a supply shortage which in turn has driven up prices of equipment in the second-hand market and associated criminality.

4.12 The Operation Randall Team have been active in promoting crime prevention to the rural community particularly in relation to high value GPS units.

4.13 Livestock worrying

4.14 A slight increase in figures has been noted, however, national media reporting and anecdotal reports suggest that this may be an under reported crime.

4.15 Work is continuing to educate dog owners through the Operation Randall communication channels. This includes a new Facebook Page for the Norfolk Constabulary Rural Crime Team, Operation Randall Newsletter and in-person engagement events.

END.



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



**ORIGINATOR:** Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC's Accountability Meeting – October 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	June 2022 only
<b>Prevent offending</b>	<b>Persons on IOM scheme</b>	132
	<b>Age: Under 18</b>	0%
	<b>Age: 18 - 24</b>	25%
	<b>Age: 25 - 34</b>	39%
	<b>Age: 34 - 49</b>	30%
	<b>Age: 50+</b>	6%
	<b>Gender: Male</b>	87%
	<b>Gender: Female</b>	13%
	<b>Ethnicity: White</b>	94%
	<b>Ethnicity: Black</b>	5%
	<b>Ethnicity: Unknown</b>	1%
	<b>Persons on IOM scheme managed in community</b>	71
	<b>Percentage of persons on IOM scheme that have committed offences in previous month</b>	16%
	<b>Breaches by persons on IOM scheme</b>	12

Table 11: Persons on Integrated Offender Management scheme and demographics

The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

#### 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. The high number of service users on the current scheme over 34 years old shows that a small minority struggle to change their criminal lifestyles.
- 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 Update
- 1.13 The data shows that around 50% of Norfolk's cohort are currently in Custody. This is because; (i) the cohort have been adopted prior to release, (ii) because they are back in HMP for further minor offences committed, or (iii) because they have been recalled for a breach of their licence conditions.
- 1.14 Success can be seen where joint work between partners has helped a person reduce their offending but also where that same joint agency working has enabled early identification of increased risk and resulted in a Recall to Prison to safeguard the public from harm or to protect them from being a victim of crime.
- 1.15 Over the last quarter, links between Custody and Community have been forged and better communication channels set up with local prisons to ensure that effective information sharing takes place.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Section 47 Strategy discussions (Child protection)	1,836	2,206	Data not available	-16.8%	Not applicable
	Section 42 Planning discussions (Adult protection)	1,363	1,431		-4.8%	
	Open Child exploitation cases - High Risk	64	82	51	-22.0%	25.5%
	Open Child exploitation cases - Medium Risk	329	335	288	-1.8%	14.2%
	Child Exploitation screenings	752	871	747	-13.7%	0.7%

Table 12: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings  
The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

### 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 (child protection) and Section 42 (adult protection) 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:

2.7 **Countywide Community Safety Partnership (CCSP)** Work against its strategic priorities - The CCSP is a statutory body bringing together organisations across Norfolk to tackle crime and disorder. It is hosted and supported by the Office of the Police and Crime Commissioner (OPCC) and is chaired by the OPCC Chief Executive. The CCSP has developed a “Safer Norfolk Plan” setting out how it will work over the next three years.

2.8 **Norfolk Safeguarding Children Partnership** - This group brings together the local authorities, police and health alongside other local agencies and the voluntary sector to ensure children are protected and their welfare promoted.

**2.9 Norfolk Safeguarding Adults Board** – The group of key partners focus on supporting identified vulnerable adults.

2.10 Update

2.11 This quarter has seen a reasonable reduction in the number of Section 47 strategy discussions involving children potentially at risk of harm and a smaller reduction in relation to Section 42 planning discussions for vulnerable adults.

2.12 Most of these discussions take place at the request of our colleagues from Norfolk County Council's Children's Services and Adult Social Services Departments respectively. The reduction will largely be down to reductions in the number of referrals to the local authority from third parties and is unknown whether this is the long-term trend or if they are a quarterly anomaly. The constabulary will monitor this trend over the longer term to fully understand but, in the short term the reduction of both figures could be seen as positive news as it means fewer concerns about vulnerable people at risk in the county of Norfolk are being raised.

2.13 It is also pleasing to see a large reduction in the number of open Child Exploitation cases at high risk in the county. Although these figures can be subject to short term fluctuations, the Constabulary's MACE Team does a significant amount of work with our partner agencies to reduce the risk of exploitation for our children in Norfolk and this will be a factor in the reduction of high-risk cases.

2.14 Key activity in the last quarter

**2.15 Countywide Community Safety Partnership (CCSP)**

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

- Complete a system-wide health check in relation to domestic abuse and sexual violence. This will allow the Constabulary to understand the strengths and weaknesses within our system and to make plans for improvements over the longer term.
- Understand the requirements of the Serious Violence Duty, to map what is already in place to avoid duplication and confusion.
- Participate in a workshop for senior agency representatives in relation to Domestic Homicide Reviews, with a focus on how to meaningfully engage with families affected by domestic homicide.
- Deliver a summer communications campaign to continue to raise awareness of domestic abuse.

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

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

- Facilitate a series of support meetings for partner agencies completing their self-assessments under Section 11 of the Children Act. This will allow for understanding of the work required for all agencies to improve against NSCP’s key priorities and for to draw out key themes for partnership workshops in November 2022.
- Launch an online ‘Introduction to Exploitation’ training package for all members of the Norfolk workforce and community to understand exploitation of vulnerable people in its various forms and to allow a common understanding when discussing concerns.
- Launch a new full day’s Vulnerable Adolescent training course for practitioners who regularly work with children and young people at risk of exploitation.

## 2.14 Norfolk Safeguarding Adults Board (NSAB)

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

- Develop a series of Mental Capacity Act focus groups, which will help to inform the design of a Mental Capacity training and resource program.
- Support the NSAB’s Business Group by taking on co-chair responsibilities at Detective Superintendent level.
- Develop a Risk & Issues log so the NSAB can track key and emerging adult safeguarding risks and support work to mitigate them.

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

Area	Indicator	June 2022 only
Prevent offending	Perpetrators on DAPPA	14
	Perpetrators referred to Change	3
	Referrals made into DAPPA	3
	Meetings held	44
	Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	5

Table 13: Perpetrators on Domestic Abuse Perpetrator Partnership Approach (DAPPA), referred to Change, referrals into DAPPA, Meetings held, and DVDs prompted by DAPPA

### 3.1 Overview

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

### 3.3 Public Protection Unit (PPU)

3.4 Oversees the risks and management plans around registered sex offenders. The team's objective is to prevent re-offending and safeguard the public.

3.5 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.

3.6 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.

3.7 Domestic Abuse Perpetrator Partnership Approach (DAPPA)

3.8 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.

3.9 The team are now actively supporting in the obtaining and managing of stalking protection orders (SPO'S) offering an additional layer of safeguarding to victim and children and disruption to perpetrators using civil orders.

3.10 DAPPA have 3 accredited ICSEA (Independent Stalking Case Advocates) trained staff and have assisted with 2 SPO applications for court. On monitoring one of these SPO they were responsible for identifying breaches of this order resulting in a further arrest and protection for the victim.



**(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%	4.4%	5.0%	-0.3p.p	-0.9p.p
	Referrals to Diversion schemes (Outcome 22)	0.5%	0.7%	Data not available	-0.2p.p	Not applicable

Table 14: Out of court disposals (Outcomes 2, 2, 2A, 3, 3A, 6, 7 & 8) and Referrals to Diversion schemes (Outcome 22)

The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

OOCD Norfolk Phased Introduction of 2 Tier 2022 Data	Phase 1 GY		Phase 1 & 2 Broadland , NN , SN, Breckland & GY			
	Jan22	Feb22	Mar22	Apr22	May22	Jun22
Conditional Caution Completed	21	18	41	38	54	62
Community Resolutions ( Norfolk – All Areas )	63	75	91	84	110	93
Red Snapper Intervention Referrals	16	11	23	16	31	25

Table 15: Out of court disposals, notably conditional cautions and community resolutions since January 2022

**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 (OOCD) where a two-tier system is being introduced in a phased manner across the Constabulary.

#### 4.4 Out of Court Disposals

4.5 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.

4.6 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.

4.7 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.

#### 4.8 Update

4.9 The data presented indicates successful implementation of the two-tier strategy and shows that the new approach is embedding well. Data captured by the Offender Diversion Team further reinforces this position.

4.10 The team continue to monitor referrals to diversionary pathways and any breaches which will form part of a longer-term evaluation to capture the impact on reoffending more holistically.

4.11 Roll out of the new two-tier strategy will be fully effective from 1<sup>st</sup> July so work has taken place during this quarter to ensure all districts are prepared for the roll out. Staff from the Offender Diversion Team have been supporting officers and staff by offering bespoke face to face training and additional support for file completion where breaches occur.

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

Area	Indicator	November 2021 - June 2022
<b>Prevent offending</b>	<b>Juveniles referred to Out of court disposal panel</b>	215
	<b>Juvenile outcomes from Out of court disposal panel</b>	
	Returned to Police	3
	Children's services	6
	Other services	4
	Community Resolution	35
	Challenge 4 Change	119
	Youth Caution	18
	Youth Conditional Caution	13
Other outcomes	17	

Table 16: Juveniles referred to Out of court disposal panel and outcomes  
The date range for the Last 12 months was 01/07/2021 – 30/06/2022. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

#### 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 June 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

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 June 2022, 215 young people were referred to the Norfolk Youth Offending Team (YOT), 119 received a Challenge 4 Change (C4C) outcome and 35 received a Community Resolution. A 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. The panel has been successfully running for 9 months and considerations for broadening the scope for other agencies to add an independent holistic overview.

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.

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



**ORIGINATOR:** Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC's Accountability Meeting – October 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	April 2022 – June 2022
<b>Supporting victims</b>	<b>Receipt of written acknowledgement</b>	4.5%
	<b>Recording of needs assessment</b>	87.7%
	<b>Referrals to support service within 2 days of the crime being recorded</b>	78.4%
	<b>Provision of information about the progress of their case</b>	100.0%
	<b>Provision of information about the investigation and prosecution</b>	45.8%
	<b>Offer of a Victim Personal Statement (Initial stages)</b>	4.8%
	<b>Offer of a Victim Personal Statement (Post-charge)</b>	76.5%
	<b>Making of a Victim Personal Statement (Initial stages)</b>	0.2%
	<b>Making of a Victim Personal Statement (Post-charge)</b>	52.9%
	<b>Provision of information about the trial, trial process &amp; your role as a witness</b>	43.3%
	<b>Provision of information about the outcome of the case and any appeals</b>	14.6%
	<b>To make a complaint about your rights not being met (Total recorded)</b>	91
	<b>To make a complaint about your rights not being met (VCOP only)</b>	6
	<b>Provision of information on the Victims Right to Review scheme</b>	21

Table 16: Victims Code of Practice data, taken from monthly audits

#### 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 data provided here shows that the Constabulary still have work to do to address compliance in some areas of the Code. Focus areas for the Victims Sub-Group have been identified as Victim Personal Statements, Needs Assessments, the provision of Written Acknowledgements for victims of crime and referrals for support. Specific data on these rights are repeatedly scrutinised by the Sub-Group to ensure the Constabulary are providing the best service possible to victims.
- 1.7 The Supporting Victims Sub-Group have worked with colleagues in Analytical Services and have produced a VCOP Dashboard which will enable automatic data extraction of VCOP compliance information directly from our crime system. This data will be compared to the data secured through monthly audits to also assist in driving improvements and data quality.
- 1.8 Work is progressing on a wider communication plan, using the voice of victims and their own experiences to encourage officers and staff to consider victim service and Code compliance at every point of their journey. This also includes the creation of a new service for victims to be able to provide a Victim Personal Statement online.
- 1.9 Additional work is being undertaken to look at opportunities to better identify repeat victims and to assess the support being provided to victims from under-represented groups.

**(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 second quarter of 2022, the Operation Investigate support team finalised the training events for sergeants and inspectors referred to in the last quarterly update. Feedback and evaluation of the events led to changes in force procedures to enable supervisors to find a better balance between written review work and time spent supporting officers on the ground.
- 2.8 In the same period the Constabulary continued to develop several pilot schemes to experiment with the most efficient and effective ways to investigate crimes such as harassment that are received in large numbers. These pilots will continue through the summer and the findings will inform continued improvements in this area.
- 2.9 April 2022 saw the first recruits to join Norfolk on the Police Constable Degree Apprenticeship. The training these officers will receive has been influenced by the findings of review work to date blending academic learning with the skills and knowledge needed to obtain justice for victims.
- 2.10 Through this period the cycle of regular training to front line staff in the requirements of an effective investigation, and 1-1 mentoring to newly appointed sergeants continued. This is a recognition that despite recent improvements to training there is always value in underlining the core elements of what makes for an effective investigation.

**(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 (June 2022 only)	Non-civilian Witnesses supported (June 2022 only)
Supporting Victims	<b>Crown Court Team</b>			
	962	80.1	5902	8705
	<b>Magistrates Courts Not Guilty Anticipated Pleas Team</b>			
	658	54.8	1717	2150
	<b>Magistrates Courts Guilty Anticipated Pleas Team</b>			
	1025	114	1498	5573

Table 17: 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 Special Measures Advisor has been recruited as part of the VWCT and is a one-year pilot funded by the NPCC. The post will provide a point of contact for victims and witnesses engaged in the judicial process and undertake a needs assessment approach to victim and witness care in line with the Victims' Code of Practice. The work of the Advisor will complement and support the work already undertaken by Witness Care officers.
- A facility for victims to submit Victim Personal Statements (VPS) online has now gone live and is aimed at improving our service to victims, save officer and staff time and ensure compliance with the Victims' Code of Practice.

## **(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	17	6	8	183.3%	112.5%
	Domestic abuse crimes - Risk assessment: High	984	896	877	9.8%	12.2%
	Domestic abuse crimes - Risk assessment: Medium	5130	4826	4225	6.3%	21.4%
	Domestic abuse crimes - Risk assessment: Standard	2942	3350	3083	-12.2%	-4.6%
	Domestic abuse incidents - Risk assessment: High	93	86	97	8.1%	-4.5%
	Domestic abuse incidents - Risk assessment: Medium	1868	1909	1811	-2.1%	3.1%
	Domestic abuse incidents - Risk assessment: Standard	3987	4273	4781	-6.7%	-16.6%
	Domestic Violence disclosures (Clare's Law)	799	668	569	19.6%	40.4%
	Child sex offender disclosures	105	94	86	7.7%	18.1%
	SARC - ISVA supported clients	877	813	757	7.9%	15.9%

Table 18: High Risk ASB Non-crimes by district, Domestic abuse crime and incidents by initial risk assessment, DVDs, CSODs and SARC – ISVA supported clients

Table 18 displays the number of Domestic abuse crimes and incidents by initial risk assessment.

The date range for the Last 12 months was 01/07/2021 – 30/06/2022 unless otherwise stated. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

### 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 Their 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 Safeguarding and Investigations Directorate have oversight of the work around protecting victims of serious sexual assault and domestic abuse working closely with uniform colleagues.

6.7 Specialist Officers are based within the Multi-Agency Safeguarding Hub (MASH) where Police and other partners including, Children and Adult Social Care, oversee the risk management plans around victims and offenders.

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

6.9 The increase in disclosures under the Domestic Violence Disclosure Scheme follows an online application option having been made available and is an important tactical option in reducing future risk.

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

6.11 A final risk grading is a subjective decision based on the experience of the assessor. The range of potential risk within the medium grading, and the volume of such cases, means that it has in the past been difficult to prioritise victims in most need of support within this cohort. In response the Constabulary has developed an automated system to identify cases with the highest number of risk factors that would indicate potential future escalation. This system is now used daily to ensure that resources are allocated to the most pressing cases.

6.12 The Constabulary has worked very closely with the Office of the Police and Crime Commissioner (OPCC) and other partners to ensure the successful launch of the Norfolk Integrated Domestic Abuse Service (NIDAS). 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.
- 6.13 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.
- 6.14 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.
- 6.15 The increase in active caseloads within the ISVA service is a consequence of increasing numbers of offences reported to both police and the SARC, exacerbated by Court backlogs meaning that clients who require support all the way through to trial remain 'open' for a longer period than before.
- 6.16 Update from the County Policing Command
- 6.17 The County Policing Command (Safer Neighbourhood Patrol and Local Policing Neighbourhood Officers) respond to calls around anti-social behaviour and oversee how these types of incidents are managed.
- 6.18 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.
- 6.19 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.
- 6.20 All reported ASB cases have a secondary risk assessment carried out by the District Operational Partnership Team (OPT) supervisors and the current policy is that any case that remains high risk following this secondary risk assessment requires immediate safeguarding and mitigation of the risk, which is then documented within the investigation enquiry log. It is then allocated within the OPT and managed with assistance from partner agencies and the Local Policing Neighbourhood Team.
- 6.21 A monthly meeting with all Operational Partnership Teams is chaired by a Community Safety Team Inspector to discuss ongoing case management. The

Constabulary Legal Services Team are also in attendance to give advice on proactive civil or criminal orders that are being considered as part of a stepped intervention process.

6.22 Although the long-term average of High-Risk Anti-Social Behaviour cases has increased, this is likely a result of recent training and increased awareness for officers in relation to vulnerability factors. The early identification of high-risk factors increases opportunity for early preventative problem-solving activity.

6.23 The Problem-Solving Team have now completed training delivery to all front-line staff in relation to Problem Solving and Anti-Social Behaviour risk assessment. This training has been delivered between September 2021 and June 2022.

END.

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



**ORIGINATOR:** Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC's Accountability Meeting –October 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	386	361	391	6.9%	-1.3%
	Vulnerable Killed/Seriously Injured collisions	178	189	201	-5.8%	-11.4%

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

The date range for the Last 12 months was 01/07/2021 – 30/06/2022 unless otherwise noted. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021

### 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, although this is a slightly smaller increase than reported in the last reporting period (-1.8%). The effects of the COVID-19 lockdown into 2021 are still evident in the last 12-month figures.

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

### 1.7 Collision Hotspots

1.8 As part of the Road Safety Performance and Tasking Group, key partners meet on a bi-monthly basis and identify collision hotspots. These locations are then targeted through tactical plans which include uniform patrols along with the prioritisation of engineering works to improve signage, re-paint road markings or the resurfacing of the road itself.

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

Apr-22	A1064 Main Road J/W, BT152 Main Road, BILLOCKBY, (W3W - Settina Visa Roundabout)	Collisions occurred predominantly on weekdays between 13:30 and 17:30. The main cause of collisions were caused by vehicles pulling out of the junction, failing to give way <i>Severity score = 4 (4 slight)</i>
May-22	BT146 Dereham Road J/W Hempton Road, FAKENHAM	Collisions occurred predominantly on Thursdays, Fridays and Saturdays in the afternoon/early evening, no particular time. The main cause of collisions were caused by vehicles pulling out of the junction, failing to give way. <i>Severity score = 5 (5 slight)</i>

## 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 On the 2<sup>nd</sup> of May the Constabulary held a weeklong campaign targeting mobile phone use by motorists following changes made to legislation making it easier to prosecute offenders. During this week 82 Traffic Offence Reports (TORs) were issued for the offence leading to 492 points being endorsed on driver licences.

1.14 Officers from the Roads and Armed Policing Team along with the RCRT have been engaged in two multi-agency days of action during this period, on the 10<sup>th</sup> of May at Thetford and the 21<sup>st</sup> of June at Thickthorn. During these two days, 125 vehicles were brought into the check sites with 79 of those issued TORs, many of which were for multiple offences. Ten arrests were also made – these were associated to drug driving along with persons wanted for domestic violence allegations, theft and weapons offences. Only 16 vehicles left the sites without any form of action being taken.

1.15 Due to the initial success and positive feedback of the Blind Spot events, the Constabulary has purchased matting and other materials to better help demonstrate the issues drivers of larger vehicles have in observing vulnerable road users. A larger launch to showcase the new and improved event is planned for the next quarter.

## 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>
Apr	76	57	319	4804	505
May	154	98	236	4686	621
June	108	219	244	4044	537
<b>Total</b>	<b>338</b>	<b>374</b>	<b>799</b>	<b>13534</b>	<b>1663</b>

1.17 The table above sets out the number of traffic offence reports issued by uniformed officers during the second quarter of the calendar year. It shows a sharp rise in prosecutions of exactly 300 for mobile phone offences from the first quarter of this year (38 in total were issued) following the recent change in legislation.

## 1.18 Innovation/Emerging use of Technology

1.19 The NRSP continues to scope and understand the use of existing CCTV to collate data on vehicle speeds and behaviours along with considerations relating to 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 has now embedded the two new community enforcement vans that are now actively involved in speed enforcement across the county. Two additional static cameras have also been on the A10 at West Winch and Aylsham Road, Norwich to further enhance our reach and reduce incidents of speeding.

**(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	<b>ASB Environmental</b>	580	741	984	-21.7%	-41.1%
	<b>ASB Nuisance</b>	7,441	8,103	9,123	-8.2%	-18.4%
	<b>ASB Personal</b>	1,970	2,624	3,366	-24.9%	-41.5%
	<b>Burglary Residential</b>	1,283	1,396	1,734	-8.1%	-26.0%
	Solved	91	115	154	-20.9%	-40.9%
	- % solved	7.1%	8.2%	8.9%	-1.1p.p	-1.8p.p
	<b>Vehicle crime</b>	1,480	1,412	1,806	4.8%	-18.1%
	Solved	105	167	178	-37.1%	-41.0%
	- % solved	7.1%	11.8%	9.9%	-4.7p.p	-2.8p.p
	<b>Theft of Vehicle crime</b>	627	554	665	13.2%	-5.7%
	Solved	70	80	97	-12.5%	-27.8%
	- % solved	11.2%	14.4%	14.6%	-3.2p.p	-3.4p.p
	<b>Theft from Vehicle crime</b>	853	858	1,141	-0.6%	-25.2%
	Solved	35	87	81	-59.8%	-56.7%
	- % solved	4.1%	10.1%	7.1%	-6.0p.p	-3.0p.p
	<b>Arson and Criminal Damage</b>	7,095	7,010	7,358	1.2%	-3.6%
	Solved	725	756	895	-4.1%	-19.0%
	- % solved	10.2%	10.8%	12.2%	-0.6p.p	-2.0p.p
	<b>Robbery</b>	343	328	380	4.6%	-9.7%
	Solved	54	42	55	28.6%	-2.2%
	- % solved	15.7%	12.8%	14.5%	2.9p.p	1.2p.p
	<b>Hate crimes</b>	1,421	1,406	1,282	1.1%	10.9%
	Solved	175	147	165	19.0%	6.0%
- % solved	12.3%	10.5%	12.9%	1.8p.p	-0.6p.p	

Table 23: Neighbourhood crime (ASB by category, Burglary Residential, Vehicle crime, Arson and criminal Damage, Robbery and Hate crime)

## 2.1 Overview

- 2.2 The 'solved crime' rate has fallen across several crime types, but this is being proactively addressed driven by the DCC with progress discussed monthly at the Force Performance Meeting.
- 2.3 Norfolk Constabulary has identified the need to develop its investigative response acknowledging that it has a younger in-service workforce across all investigative functions. This is not unique to Norfolk and is an issue nationally.
- 2.4 Norfolk Police has started Operation Investigate to provide a continuous cycle of training needs analysis and the development of products to help our staff do the best job for the person reporting. This includes bespoke training for supervisors to help lead their teams and manage investigations more effectively.
- 2.5 In June 2022, a pilot (Operation Discovery) in the West of the County was started focusing on supporting local investigations and identifying best practice. Updates with regards to this pilot will be provided in due course.
- 2.6 All recorded reports are reviewed and assessed by a police officer. If in the crime report vulnerability, safeguarding or a suspect is identified, Norfolk Police will attend in person to maximise investigative and safeguarding opportunities.
- 2.7 The Constabulary has also recruited to specialist roles to help with the investigative process such as Digital Investigators who are now used to interrogate digital devices used in crime.
- 2.8 Volumes of all Neighbourhood crime were reducing prior to the COVID-19 pandemic, and this was most pronounced in Residential Burglary. This trend was apparent both within Norfolk and nationally. With the introduction of social restrictions linked to Covid-19, offenders likely did not have the opportunities to commit these offences, and this has contributed to the continued decrease into

2022. As in the last report, volumes in the last 12 months are still showing decreases compared to the previous 12 months and the long-term average.

- 2.9 There was an increase in ASB in CADs in the very early stages of social lockdown (April and May 2020), and since then there has been a downward trend in ASB incidents for all categories. Whilst breaches of COVID-19 legislation were recorded as public safety incidents rather than ASB, it is likely that the reporting of lower-level nuisance caused ASB number to peak overall and since the easing of social restrictions, ASB has decreased.
- 2.10 There has 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 and while they are still -18.1% compared to the long-term average, they are now showing a 4.8% increase compared to the previous 12 months.
- 2.11 Arson and Criminal and Robbery offences decreased following the onset of social restrictions linked to the COVID-19 pandemic. However, these began to increase in 2021 and into 2022 as social restrictions were relaxed. Volumes of Arson and Criminal Damage are only -3.6% below the long-term average (compared to -4.2% in the last reporting period). It can be expected that volumes will continue to increase in 2022.
- 2.12 On Robbery, as has been noted before, all robberies are reviewed by a detective sergeant to ensure that the appropriate investigation plan is provided to the officer in the case whether they be uniformed or from CID. Audit has revealed that the decisions made by the Detective Sergeants are appropriate and defensible being based on the needs of the investigation and not capacity of investigators, challenged though that is.
- 2.13 Robbery is unfortunately a crime type where we still experience a reluctance from some victims to support the police investigation which can make prosecution difficult. That said it is important to note that the risk of robbery in Norfolk remains low despite the small post-lockdown increase, and it is pleasing to see the recent increase in solved rates relative to the long-term average.
- 2.14 Volumes of Hate crime 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. Police officers and staff continue to encourage reporting from victims of 'hidden' crimes, and those from parts of the community who may not typically report crime.
- 2.15 One final observation is that the National Crime Recording Standards set out that a report of a crime must be 'crimed' for the purposes of an investigation unless there is credible evidence to the contrary at the time of reporting. This provides confidence to victims that their crimes are being taken seriously by the police but does mean that crimes are recorded in circumstances where there is little evidence of how or by whom an offence was committed. If the police record more crimes which are very unlikely to be solvable, this will adversely affect the 'solved crime' rate.

### **(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	164	133	Data not available	23.3%	Not applicable
	Athena investigations tagged for MH team to review	9645	Data not available	Data not available	Not applicable	Not applicable
	Persons detained under sec 136	574	621	532	-7.6%	7.9%
	Section 135 warrants executed	68	82	73	-33.0%	-15.3%

Table 24: 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 01/07/2021 – 30/06/2022 unless otherwise noted. The date range for Previous 12 months was 01/07/2020 – 30/06/2021. The date range for the long-term average was 01/07/2018 – 30/06/2021.

#### 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 continued to decrease during the last quarter. This is in part due to police using less restrictive crisis alternatives such as the Community Wellbeing Hubs, the health based Mental Health Joint Response Car and taking more people voluntarily to Emergency Departments for mental health support.

3.9 In addition, the police Mental Health Team have reviewed 33% more ATHENA investigations in the last quarter compared to the same period last year. This has resulted in more referrals to GP's and Mental Health Care Teams enabling a more joined up multi-agency approach and earlier intervention opportunities.

3.10 The number of people requiring a Mental Health Act Assessment whilst in police custody continues to increase with a 23.3% increase in the last 12 months. The number of those subsequently requiring hospitalisation continues to increase and due to considerable pressures within the wider mental health system, the time spent in custody whilst a suitable bed is located has increased from 13 hours 33 minutes during the first quarter in 2021 to 33 hours 42 minutes in the

first quarter in 2022. This has been raised as a significant concern with the Urgent and Emergency Care Transformation Programme Steering Group.

- 3.11 The police Mental Health Team have conducted refresher training with all police Control Room staff during the last quarter specifically providing updates on crisis alternative pathways.
- 3.12 The Mental Health Joint Response Car consisting of a Paramedic and Mental Health Nurse increased from being a 3 day a week resource to a 5 day a week resource. It is due to increase to 7 days a week from October 2022. Officers can refer spontaneous incidents to the car to enable immediate support being provided to those suffering with mental health issues who come to the attention of the police.

#### **(4) Promote Crime Prevention Initiatives**

##### **4.1 Overview**

- 4.2 The inaugural meeting of the Night-Time Economy Safety Board, chaired by Norfolk Constabulary, took place in April and the group will continue to meet every two months. The Board aims to ensure that all persons visiting and working within the Norfolk night-time economy have a positive experience by pro-actively looking for opportunities to reduce risks and vulnerability. It provides a forum for all relevant parties to collaborate. It also provides a forum through which opportunities to secure funding for initiatives to improve safety are maximised. This group is actively supported by the Constabulary Problem Solving and Design out Crime function within the Community Safety Team. This portfolio is linked to the broader Safer Spaces element of the Violence and Women and Girls (VAWG) Strategy.
- 4.3 In May, significant activity was undertaken delivering Operation Sceptre, a week of intensified effort coordinated by the National Police Chiefs Council to crack-down on knife enabled crime and violence. Norfolk Police activity was focussed on the core pillars of education, engagement, prevention, and enforcement and was undertaken in conjunction with partners, retailers, charities, and educational establishments.
- 4.4 Operation Protect took place in June. This was a two-week burglary reduction campaign delivered ahead of the summer period which is a time when Police traditionally see increases in burglary offences with offenders taking advantage of open doors and windows. The focus was on crime prevention activity and intelligence-gathering, delivered through high visibility and plain-clothes deployments, proactive policing operations and the targeting of known offenders. Materials from Crimestoppers offering the public advice on keeping their homes safe were distributed and key burglary prevention messages were shared through our public website, social media channels and local media.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Special Constabulary establishments (monthly average)	181	176	185	2.8%	-2.2%
	Special Constabulary hours	42,425	43,114	52,969	-1.6%	-19.9%
	Special Constabulary duties	6269	5708	7489	9.8%	-16.3%
	Special Constabulary events	460	328	687	40.2%	-33.0%
	Police support volunteers establishments (monthly average)	118	122	125	-3.3%	-5.6%
	Police support volunteers hours	9850	7752	11,016	27.1%	-10.6%
	Police support volunteers duties	2426	1833	2794	32.4%	-13.2%
	Police support volunteers events		Data not available		Not applicable	

Table 25: Establishments, hours, duties and events for Special Constabulary and establishments, hours and duties for Police support volunteers

\*Police support volunteer events are not recorded.

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

Area	Indicator	April 2022 - June 2022
Safer and stronger communities	Cadet establishments (monthly average)	106
	Cadet hours	73
	Cadet duties	65
	Cadet events	15

Table 26: 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 (current number)	96
	Community Speed watch - Members (current number)	867
	Community Speed watch - Letters issued	17,876

Table 27: 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 The easing of COVID-19 restrictions has seen an increase in the number of duties that have been performed by members of the Special Constabulary, with



the return of high footfall public events over the summer period being supported by the Special Constabulary across all districts.

5.6 Our Special Constabulary establishment has remained stable, with recruitment being an ongoing programme. Face-to-face interactive recruitment events are now being held every 6-8 weeks. There are four Induction courses planned for delivery annually at Hethersett Old Hall Training School, and a further locally delivered Induction course has been held at RAF Marham following a specific recruitment exercise for Breckland, Kings Lynn and West Norfolk.

#### 5.7 Police Support Volunteers

5.8 Our Police Support Volunteer establishment has also remained stable but the number of hours and duties that our Police Support Volunteers have completed has increased, with all volunteers being offered the opportunity to undertake roles for the Constabulary. We are seeing a rise in the number of retired members of the Special Constabulary returning as Police Support Volunteers.

#### 5.9 Cadets

5.10 The number of hours, duties and events recorded by Cadet Units is not consistently recorded. Therefore, the data presented here is provided with the caveat that the figures are likely to be underestimated. The Cadet Programme Manager has introduced new recording processes for future reporting periods.

#### 5.11 Key activity in the last quarter

5.12 An opportunity arose within the last quarter to allow three members of the Special Constabulary to be trained in P.S.U Level 2 course alongside their regular colleagues. Plans are in place to offer this training again in the future.

5.13 Norfolk Special Constabulary was part of the contingent who travelled to Birmingham for the Commonwealth Games on mutual aid, ranging from 1 to 11-day deployments.

5.14 Since the Cadet Programme Manager has been in post, significant progress has been made to ensure it meets the UK Youth Safe to Operate Standards. The programme is working with local youth work organisations to offer more opportunities for young people.

5.15 This quarter saw the Constabulary run recruitment campaigns for all Cadet Units for both leaders and cadets. As a result, the Constabulary are now forecasting an uplift of more than 40 cadets and 9 new leaders by September 2022.

5.16 Existing cadets have participated in many community events across the county including the Queens Jubilee Parade and Royal Norfolk Show.

5.17 The numbers of Community Speedwatch (CSW) volunteers remains relatively static with currently 838 volunteers across Norfolk across 93 schemes. As a result of the work of these teams there have been 18,934 warning letters sent out to motorists.

5.18 Following the COVID pandemic when activity was suspended, the CSW schemes are beginning to operate on a more regular basis, although it is still not back to pre-pandemic levels partly due to many of the CSW volunteers being of a

more mature age. The work of the CSW schemes continues to guide and assist the safety camera partnership to proactively target speeding issues of public concern.

END.

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