

## 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 31 January 2023**

**Time: 10:00am**

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

### A G E N D A

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 25 October 2022	Page 3
4.	10:05am	Public Questions	Verbal Update
5.	10:25am	Police, Crime & Community Safety Plan 2022-24: 'Sustain Norfolk Constabulary'	Page 20
6.	10:40am	Police, Crime & Community Safety Plan 2022-24: 'Visible and Trusted Policing'	Page 30
7.	10:55am	Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'	Page 39
	11:10am	Refreshment break (if required)	
8.	11:40am	Police, Crime & Community Safety Plan 2022-24: 'Prevent Offending'	Page 49
9.	11:55am	Police, Crime & Community Safety Plan 2022-24: 'Support Victims'	Page 60

10.	12:10pm	Police, Crime & Community Safety Plan 2022-24: 'Safer and Stronger Communities'	Page 70
11.	12:25pm	Emerging Operational/Organisational Risks	Verbal Update
12.	12:40pm	A.O.B.	
13.	<u>Date of Next Scrutiny Meetings</u>  Police and Crime Panel: Thursday 2 February 2023 from 11:00am – 1:30pm  Estates Governance Board: Tuesday 14 February 2023 from 10:00am – 12:00pm  Strategic Governance Board: Tuesday 28 March 2023 from 2:00pm – 4:00pm  PCC Accountability Meeting: Wednesday 19 April 2023 from 2:00pm – 5:00pm		

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**MINUTES OF THE PCC ACCOUNTABILITY MEETING HELD ON TUESDAY 25  
OCTOBER 2022 AT 10:00 A.M. AT COUNTY HALL, NORWICH**

**1. Attendance and Apologies for Absence**

In attendance:

Mr G Orpen-Smellie	Police and Crime Commissioner, OPCCN
Mr M Stokes	Chief Executive, OPCCN
Ms J Penn	Chief Finance Officer, OPCCN
Mr P Sanford	Chief Constable, Norfolk Constabulary
Mr S Megicks	Deputy Chief Constable, Norfolk Constabulary
Mr P Jasper	Assistant Chief Officer, Norfolk Constabulary
Mr R Jackman	Head of Delivery Unit, Norfolk Constabulary
Ms S Lister	Director of Performance and Scrutiny, OPCCN
Mr J Stone	Head of Performance and Scrutiny, OPCCN
Mr K Wilkinson	Performance Officer, OPCCN
Mr P Gray	Detective Chief Inspector, Norfolk Constabulary
Mr W Drummond	Inspector, Norfolk Constabulary
Mr D Harris	Project Manager, Norfolk Constabulary
Ms S Starling	Media and Communications Officer, OPCCN
Ms L Bagshaw	Senior News Officer, Norfolk Constabulary

Apologies for absence:

Dr G Thompson	Director of Policy, Commissioning and Communications, OPCCN
Mr N Davison	Assistant Chief Constable, Norfolk Constabulary
Ms J Dean	Temporary Assistant Chief Constable, Norfolk Constabulary
Ms N Atter	Corporate News Manager, Norfolk Constabulary

**1.1** Before addressing the agenda items, the Police and Crime Commissioner (PCC) explained the purpose of this meeting is to hold the Chief Constable (CC) to account for the policing service delivered in the county and the public setting allows for further transparency in doing so.

**1.2** The PCC further detailed how this accountability meeting is slightly different to the norm insofar that its primary focus will be on His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2021/22 Police effectiveness, efficiency and legitimacy (PEEL) report for Norfolk Constabulary.

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

**2.1** There were none declared.

## **3. To Confirm the Minutes of the Meeting Held on the 16 August 2022**

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

## **4. PAM Public Questions**

**4.1** The Office of the Police and Crime Commissioner for Norfolk (OPCCN) received ten submissions from the public which the PCC has combined to three to cover them all. The first public question related to the services provided by the OPCCN for victims of child sexual abuse. The PCC explained how this meeting is an occasion where he holds the Chief Constable (CC) to account for the delivery of policing services in Norfolk. Therefore, that question was for the PCC and his office to respond to.

The PCC confirmed that the question has been responded to directly outlining the organisations in which the PCC commissions to provide support services for victims of child sexual abuse.

**4.2** A resident of Norwich asked whether it was no longer an offence to cycle on the pavement. This resident asks as this is now seemingly the everyday norm in central Norwich, for example all through St. Georges Street, where those on foot on this pedestrianised street must keep to the sides to allow bikes and scooters to pass through at speed.

The CC confirmed that there are relevant offences relating to cycling and footpaths, however, many of the previous pedestrianised zones in Norwich City Centre have now been expanded to be designed as joint pedestrian and cycle zones and this was a move initiated by the Council and Highways approximately

four years ago.

Whilst the CC acknowledged that these zones could result in conflict between those on foot and those on two wheels, this is not a policing matter, however an officer would intervene if they felt that a particular party was being inconsiderate with how they were making use of that particular street. However, enforcement is not possible in those locations, therefore, this is a matter that the Constabulary needs to pass back to Norwich City Council to consider.

The PCC put forward a supplementary question in relation to the City Council's expansion for the trial of e-scooters. The PCC asked whether the CC knew if the Constabulary was consulted on that expansion decision given the concerns received from members of the public.

Whilst the CC could not recall whether they were involved in that decision, he confirmed he would follow this up and find out. The CC's main concern as a Constabulary is around education and awareness of the issue concerning road legal e-scooters. There is also the upcoming likelihood, as the Christmas period is approaching, that there will be more privately owned e-scooters being used illegally.

The CC confirmed that the Constabulary would be advising people as to the law regarding legal e-scooter usage and that currently roads and pathways are being used in different ways to which they were previously. With this being said, there needs to be the accompanying communication so that the public knows exactly what can and cannot be done.

**4.3** The PCC explained how he received seven questions relating to gender identity, diversity and inclusion, which he has amalgamated into one question. The PCC received seven different questions from seven different people, however they all presented one side of what he recognises as a very sensitive debate and confirmed that he would not be using this forum to promote the views of purely one side in any debate. However, the questions were accepted by the PCC and the amalgamated question put forward to the CC was: Do any external agencies provide training to Norfolk Constabulary officers and staff relating to gender? Does the Constabulary uniform code allow the display of insignia symbols or flags of political and other lobby groups, and could the CC define 'hate crime' and 'non-hate crime'?

The CC confirmed that the Constabulary do not have any external agencies providing training on gender and that all Constabulary training on matters of equality, diversity and inclusion is conducted by internal trainers.

In relation to the question on uniform, the CC confirmed that officers and staff are not allowed, within the uniform policy, to publicly show affiliation to any political party. There is some leeway around badges, but they need to be very modest. The

CC's expectation is that at the start of any shift, a Sergeant or Inspector would be inspecting their staff to make sure that they are suitable for deployment.

On the final part of the question, regarding definitions related to hate crime and non-hate crime, the Constabulary takes the national definitions for these in an absolute sense. With these definitions, officers need to apply common sense in establishing whether there is hostility towards a protected characteristic group. The PCC questioned whether the Constabulary is enforcing the law on this issue impartially as it was handed down by Parliament. The CC confirmed this was correct and the PCC highlighted that the Constabulary also gets advice about such issues from members of the Independent Advisory Group.

**4.4** The PCC put forward a question that was raised at a previous Safer Neighbourhood Action Panel (SNAP) meeting. When priorities are set at SNAP meetings, can the CC explain how the Constabulary implements, monitors and communicates these priorities back to the residents in that local community.

The CC confirmed that this is a cyclical process that rotates throughout the year. At the conclusion of a meeting, priorities are published on both the Constabulary websites and their social media channels. The Constabulary are employing local engagement officers who make sure that knowledge of these priorities is spread far and wide.

Furthermore, the CC confirmed that Beat Managers sit down and write a problem-solving plan or a plan of action as to how they are going to respond to that priority. They will then be held to account by their supervisors for the delivery of those priorities. The priorities that are set are priorities that can only be tackled jointly with partners, the Constabulary then typically move into problem-solving mode with those partner agencies. They then provide an update at the next priority setting meeting, which is typically done on a three-month basis and the Constabulary communicates these via various methods.

The PCC wanted to further clarify whether SNAP meetings have now been re-established post-pandemic across the whole county. The CC confirmed that is correct and even during the pandemic the Constabulary tried to maintain these meetings via video meetings, so these have been established across all neighbourhood areas.

## **5. HMICFRS PEEL 2021/22 – An Inspection of Norfolk Constabulary**

**5.1** The PCC turned his attention to His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) 2021/22 Police effectiveness, efficiency and legitimacy (PEEL) report which was published on 14 October 2022. The PCC stated that the report was good and believes that Norfolk's public should be pleased with the outcome.

The PCC identified that there were seven out of 43 police forces across England and Wales are in special measures following their inspection, and Norfolk's PEEL report places well above the threshold for any special measures. The report gives the Constabulary one "Outstanding" grade, three "Good" grades, three "Adequate" grades and one "Needs Improvement" grade.

The Executive Summary of the report was firstly explored by the PCC, who stated how the Inspectorate were pleased with the performance of Norfolk Constabulary who are regarded as strong at keeping people safe and reducing crime. The Inspectorate were satisfied that the Constabulary's performance has been maintained or improved in most areas, but there are some areas in which it needs to improve.

The PCC reiterated that part of his role is to scrutinise the report on behalf of the Norfolk public and therefore probe those areas where perhaps there's need for improvement to secure an even better service from the Constabulary for the public going forward. Furthermore, the PCC confirmed that since his appointment he has had regular dialogue with the CC concerning the Constabulary's preparations based on the outcomes of the previous report and matters arising during the inspection. The PCC stated that past reports did influence the development of his Police, Crime and Community Safety Plan and has influenced the allocation of resources in the policing budget, so the PEEL reporting process is treated with respect and is integrated into strategic level planning.

**5.2** The PCC confirmed that he will be posing some questions for the CC to answer within the meeting on the results of the PEEL report. The PCC started by commenting that he had also reviewed Suffolk Constabulary's PEEL report given that a third of Norfolk's budget is spent in the shared or collaborative space with Suffolk. The PCC asked whether there were any areas in which good practice could be learnt from Suffolk to further improve Norfolk's performance.

The CC commenced by acknowledging that the PEEL report is a positive report for the Constabulary, and it identifies some areas where improvement is required. The CC proceeded by stating that some of these improvements have already commenced. The CC was particularly pleased to see the Inspectors comments about the improvement or maintenance of performance across nearly all areas of the Constabulary's business and was most pleased that the Constabulary was rated 'outstanding' for how they make use of resources, as this is how the Constabulary uses the taxpayer's money so is critically important. However, the CC stipulated that the Constabulary have an absolute determination to improve further.

The CC commented on Suffolk Constabulary's PEEL report and clarified that Suffolk received a slightly different inspection experience being that they were assessed over ten areas as opposed to Norfolk's eight areas of inspection. However, the CC anticipated that the Inspectors would be publishing reports on

Serious and Organised Crime over the course of the year, which is an area where other Constabularies have already been assessed on.

Turning to the comparable areas between Norfolk and Suffolk's PEEL reports, the CC commented that they both look after their people which is an indictment on the shared HR resource. In addition to this, the CC commented how the reports between the Constabulary's are quite similar and that it is important to continue to share best practices between both Constabularies going forward. The CC mentioned that Norfolk Constabulary works with Suffolk Constabulary, and they are regularly piloting new initiatives and practices which are shared between the Constabularies if the practice works. The CC reinforced his point by giving an example of when Norfolk Constabulary trialled Operation Moonshot which was deemed a success, so this was shared with Suffolk Constabulary, who have now adopted the practice, albeit under a different operational name.

**5.3** The PCC acknowledged that the PEEL report noted that Norfolk delivered a good neighbourhood policing service, however being conscious of budgetary pressures, the PCC posed the question to the CC whether he is content that the Constabulary can protect the current neighbourhood policing capability and build on this by increasing visible community policing without having to rob other departments to do so.

The CC confirmed that the Constabulary face a very uncertain financial picture which makes planning for the future difficult. The CC stated that his absolute ambition is to absorb those pressures without impacting delivery. The CC recognised that neighbourhood policing, in particular, visible friendly Beat Officers, are critical to what the Constabulary do, so it is his determination to maintain neighbourhood policing numbers. The CC illustrated how this may be difficult in the current climate as some crimes which are typically investigated quickly, such as burglary, are decreasing whilst more complex crimes which take longer to investigate, such as rape and domestic abuse, are on the rise. These complex crimes require more resource and more sensitive inquiry and are investigated by detectives who are not often in the public eye. However, the CC reiterated his earlier point that he would always try to maintain community policing, neighbourhood policing and Beat Manager roles as he understands that's what the public wants to see.

**5.4** The PCC turned the CC's attention to what the PEEL report said about safeguarding measures in Norfolk, stating that whilst the Constabulary provide effective consideration and implementation of safeguarding measures for children and older people, the report notes that these were not necessarily reflected in arrest rates in line with national averages. The PCC asked the CC what the Constabulary could do to improve this.

The CC replied that the PEEL report noted that Norfolk Constabulary were arresting 17% of domestic crimes that were attended, and since the report, this



figure has already increased to 25%. The CC applied some context to the matter, being that when a domestic incident is attended the Constabulary might record three or four crimes. However, if an arrest is made for one of those crimes, the Constabulary has taken positive action, but the Constabulary's arrest rates will be at 25% because they will have only arrested on one of the four recorded crimes. The CC confirmed that the Constabulary has invested heavily in the area of crime recording over the last few years, and they have a team who go through the records to make sure that crimes have been recorded accurately. The CC emphasised that the key point is that, especially with crimes such as Domestic Abuse, positive action is being taken whether that be arrests or otherwise, it depends on the incident as to what positive action looks like.

In summary, the CC confirmed that the arrest rate does need to be improved, and the Constabulary is actively working towards this. An example of this is the introduction of a new pilot scheme in relation to Domestic Abuse which is trialling to ensure that the right actions are being made in those cases. The CC confirmed that Domestic Abuse accounts for over a quarter of all crimes and this figure is rising. He suggested that at the heart of the challenge of investigating increased numbers of complex cases is education and knowledge as to what a good, normal, healthy relationship looks like. Furthermore, as these are not typically crimes happening in the streets, they are hidden from public view, therefore the wider public do not necessarily see that their police officers are undertaking these investigations on their behalf.

The PCC stated that the key point is that the Constabulary are moving forward on the issue.

**5.5** The PCC turned his attention to a further issue highlighted in the PEEL report, which identified that the proportion of visits to Registered Sex Offenders decreased from 91% in January 2021 to 73% by December 2021. The PCC asked the CC whether this trend could be reversed and how the force is reviewing its capacity to manage the risk posed by Registered Sex Offenders.

The CC confirmed that as of September 2022 the figure has risen back up to 87%, so the force is getting closer to where they want to be. He went on to state how the pandemic had a real impact on visiting Registered Sex Offenders, as the force needed to put safety measures in place. The CC confirmed that the Constabulary prioritises higher risk offenders and made sure that they always received visits.

The CC mentioned how there are now more Child Sexual Abuse and Serious Sexual Offences being reported and the Constabulary is getting more suspects before the courts, so Norfolk is seeing an increase in the number of Registered Sex Offenders as a result of this. In addition to this, people are living for longer, so the force is visiting them for longer periods of time. The CC stated that the Constabulary are hoping to put some additional resource into this area so that the force can keep on top of Registered Sex Offenders and make sure that there's no risk to public safety

as the county cannot afford the risk of these people committing further offences.

**5.6** The PCC then turned to a further point made within the PEEL report, being that the Inspectorate noted that the Constabulary should be doing more to ensure that the Victims Code is complied with. The PCC asked for the CC's thoughts on this observation.

The CC agreed that this is an area where the Constabulary needs to improve. Again, the CC mentioned how the pandemic had impacted this area and the force has been slow in terms of providing training for officers to ensure that they know what the expectations are within the Victims Code. The CC noted how the PEEL report identified that the Constabulary is not recording adequately the frequency with which victims of crime are being updated. The CC confirmed that a new dashboard is being developed which will ensure that each officer is discharging their responsibilities according to the Victims Code. The dashboard will provide the Constabulary with better data as to the frequency and quality of these updates and ultimately whether they are being recorded appropriately. The CC commented that the Constabulary will prioritise this and will be absolutely focused on improving this area.

The PCC asked the CC whether this is an area he would like to invest more in. The CC stated that he does not think this area is hindered by budgetary pressures, but instead by workload pressures. The CC highlighted that roughly 60% of calls received by the force are not crime based, and that whilst officers are dealing with these non-crime related incidents, including responses to Mental Health crisis and waits for Ambulances and at Hospitals in the county, they are unable to further investigate crime reports or update victims of crime. The CC sees the solution to the issue being to allow officers more time to focus on crime and take away some of those additional demands.

The CC confirmed that the force is currently trialling a new approach to the investigation of crime, called Operation Discovery. It is a pilot being run in the Breckland and Kings Lynn areas of the County which sees the force isolating out some officers from response duties and focusing purely on criminal investigation. The CC stated that the early signs of the operation are positive as there has been increased satisfaction and increased compliance with the Victims Code. The CC stated that the force is looking at extending the pilot across Norwich.

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

**6.1** The PCC started by noting the outstanding grade given in the PEEL report for the efficient use of resources, particularly money, as the PCC believes it to be important for the public to understand that their money is being used properly. The PCC highlighted how the PEEL report identified that Norfolk Constabulary is actively working towards reducing the numbers of officers and staff leaving the force and asked whether retention of officers and staff is becoming an issue and, if so, what can

be done to address that.

The CC said that the force is operating in a competitive employment market now; Police Officers and Police Staff have seen an increase in their pay this year but competitors, in terms of recruitment, are often raising their pay higher and that does have an impact on retention, particularly for officers and staff members at the start of their career. The CC mentioned that it is within the first years where relative competitiveness of pay has a bigger impact.

The CC stated that policing in the past has held onto people which should have been let go, and that has impacted on the confidence in policing, so having slightly higher leave rates is not always a bad thing. The CC stated that the Constabulary has a low tolerance for anyone who does not hold the values that the Constabulary do. Furthermore, the CC mentioned that if they do not believe that an individual has what it takes to be a Police Officer, then the Constabulary will act.

In summary, the CC stated that increased levels of leaving rates may be due to the fact that the Constabulary has invested more in professional standards. The CC suggested that the Constabulary is now moving on people, particularly during their student training, who are not right for the service.

The Deputy Chief Constable (DCC) added to the CC's points by stating that in terms of the force's comparison to the national average in this area, the force is very much in the centre of the pack. The DCC further states how the force takes the time to understand why people leave, and this is done by an exit interview. The DCC stated that before someone leaves, if there is a suggestion that an individual may be leaving, the force intervenes to see whether there are issues which could be resolved so that they would be more inclined to stay with the force, particularly for those that the force really want to keep.

The DCC added that they understood why people leave via an exit interview and whilst the 5% uplift of salaries did impact retention, if someone is the right person for another job and they have not bought into what the service does, then that individual is more likely to leave. In addition to the salary increases, the force does boast opportunities to be able to work as part of a great team whilst doing something very worthy. Also career progression is very broad within the force, which is something that could be attractive for certain officers.

The DCC explained that the force identifies early on in individuals' careers if there are any issues and moving people on that are not willing to adhere to the values that the force provides. Furthermore, it is incredibly important to keep the very best people that the force has to offer.

The PCC queried what the impact of loss of experience has been. The DCC stated that there may be an issue with experience, as people retire and more officers are being recruited in line with the uplift, however it is a process of developing these new officers

and this takes time. On the flip side, new recruits are bringing fresh energy to the force, along with new ideas.

**6.2** The PCC raised an item within the PEEL report which relates to high workload and relatively junior officers being allocated more serious crimes due to high demand and asked if this is impacting upon the quality of investigations. The CC confirmed that whilst the officers are busy, they are coping with the workload. More junior officers are being given more complex cases as there are not as many experienced officers to pass these cases onto. The CC mentioned that the force is having to fundamentally revise the way in which they do policing. For example, investigation teams are being centralised by putting them in two hub locations, one in Swaffham and one at Broadland Gate. By doing this staff will have access to supervisory oversight that they need so that when they are given more complex cases there will be a peer alongside them to assist.

The force is also investing in Police Digital Investigator staff roles to help officers manage the growing volumes of data that the force is undertaking. The CC wants to support and nurture officers over the next ten years.

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

**7.1** The PCC drew attention to the papers which stated that 52 conduct cases were recorded in the reporting period, which amounted to an increase of 73% from the previous year. The PCC asked the DCC what he thought the biggest contributors towards this were and how these are currently being dealt with.

The CC noted that the Constabulary has grown in size within that period of time as the force is in the middle of the Police Uplift Programme which has brought a net total of 100 extra officers into the organisation. With this increase in size, the CC suggested that he expected a level of increase in conduct matters.

The DCC added to the CC's point by suggesting that whilst the percentage increase looks significant, the actual number of cases had only increased by eleven from the previous year. Furthermore, the DCC mentioned that the force has expanded its conduct regime, therefore it would not be unusual to see numbers rise in this area with such expansion. The DCC highlighted that within the number of conduct cases, eleven of those were classified as "practice requiring improvement" which gives the individual the opportunity to realise their transgressions, however the conduct in such cases were not significant.

**7.2** The DCC confirmed that in terms of breaches of duty and responsibility, the force has recorded fourteen conduct cases compared to three recorded in the previous twelve months. In terms of conduct in relation to discreditable conduct, respect, courtesy, honesty and integrity, there are much smaller numbers.

The DCC stated that they are reminding staff and officers to report any behaviour that

falls short of force expectations. With this being the case, the force is seeing more reporting internally which in turn has an impact of the number of cases being recorded.

The PCC suggested that this was a very important point in light of the tragedy of Sarah Everard, where public confidence in policing took a huge hit. This is a reflection on the way misconduct is being addressed within the force.

The CC responded to the PCC by stating that Police Chiefs around the country are really alarmed by some of the worst and most high-profile cases that have received national attention in this area, and as a response the force has invested in their Professional Standards Department and putting more resources into Counter Corruption teams, whilst creating a culture where staff and officers are encouraged to speak out against poor conduct. The CC also highlighted that increased numbers of conduct cases could actually be a sign of a healthy, good organisation as they are responding quickly to reports and moving people out of the force where necessary. The CC mentioned that two of the most recent high-profile conduct cases in the organisation were a result of internal investigations, and the CC confirmed that his determination going forward in this area will be to continue to move on people who fall below the standards set by the force.

The meeting had a short break and reconvened at 11:30hrs.

**7.3** The PCC asked the DCC to comment on HMICFRS's comments within their PEEL report that there were stop and searches conducted which were unreasonable based on the grounds for those searches, and how he intends to tackle the issues.

The DCC commented that this was more of a recording issue as when reviewing the body worn video footage from these stop and searches, the grounds were good and they were being provided verbally to the person being stopped, however they were not being appropriately recorded onto the system. To tackle this issue the force is using technology, in particular a mobile application known as OPTIK. With OPTIK the force expects supervisors to check, in real time, the grounds for the stop and search and provide feedback straight away. There is a bit of a time delay when recorded on paper reports, and that's why going forward, everything is going on OPTIK so there is a relatively immediate response.

The DCC added that the force has a scrutiny group that reviews body worn video of the force's interactions with all members of the community. However, what needs to be done going forward is ensuring that details of the interactions are recorded correctly, so that everyone can see, in a transparent way, that the force is doing things right. The DCC confirmed that the scrutiny group will refresh their training as part of the response to the HMICFRS report.

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

**8.1** The PCC referenced the meeting papers and their mentioning of engaging with Operation Soteria in plans for developing national good practice to improve the investigation response to rape and serious sexual assault. The PCC asked the CC to comment on how this would help Norfolk.

The DCC mentioned that there has been a significant increased number of rape cases being recorded coming into the organisation, which are ordinarily complex in nature. It is therefore essential that Operation Soteria is reviewed in its entirety and Norfolk Constabulary implement the pillars that would benefit the Norfolk area. The DCC mentioned that at the core of the operation is victim support and ensuring that the report is being investigated appropriately. The DCC commented on how resources would be impacted significantly elsewhere if the Constabulary were to implement Operation Soteria in its entirety, therefore it will be important going forward to balance resources as pillars from Operation Soteria are implemented within the force, so that certain teams are not depleted in terms of resources.

Furthermore, the DCC commented on how, even with improved services, there is significant backlog within the Court system. People are not being put before the Courts in a timely manner which, in turn, is having an impact on keeping victims and witnesses on board throughout the process.

**8.2** Turning his attention back to the PEEL report, the PCC noted that HMICFRS commented that the Constabulary does not always investigate crime promptly and effectively. The PCC asked the CC to elaborate on this point and identify how this could be improved and when.

The CC explained that a dip sample of 90 cases were reviewed which suggested that officers are doing this, but again it is a recording process issue which is something that needs to be tightened up on. The CC stated that the Constabulary rolled out new training for all new entrants into policing that's seen a doubling of the amount of time that student officers spend in the classroom. This allows the force to focus on the investigative skills that these new recruits will need throughout their career. The CC confirmed that once training is completed, officers will move into specialist development units where they will work under some of the most experienced Sergeants to focus on criminal investigation and community engagement skills.

Furthermore, the CC confirmed that the force has introduced training days into officer's shift patterns over recent years and the Constabulary is currently trialling a pilot scheme in Breckland and West Norfolk Districts called Operation Discovery which has dedicated officers focusing on these areas.

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

**9.1** The PCC asked the CC whether those within the Control Room are provided with regular training so that they can identify vulnerable individuals who are at risk of offending or reoffending.

The CC confirmed that the Control Room have a training day built into their shift pattern and identification of vulnerability is part of the training that is offered. In relation to how the force can improve in this area, the CC explained how, currently the Control Room follow a process called THRIVE which assesses the Threat, Harm and Risk associated with the person that calls. Typically, to go through this process on the phone with an individual on a 101 call takes on average 17 minutes. This time can be stretched further if vulnerability is further assessed. The CC therefore suggested that the cumulative impact of the recommendation from HMICFRS to spend more time checking the vulnerability could mean that the force is, as a result, better at identifying vulnerability, but not so quick in answering the calls in the first instant. The CC stipulated that Norfolk are one of the best performing forces in the Country when it comes to answering both 999 calls and 101 calls, therefore there is a trade-off and risk of not answering all these phone calls in such a timely manner.

Furthermore, the CC confirmed that in a lot of circumstances a police officer is sent out to the caller, and they assess the vulnerability of that person in front of them. The CC clarified that he was not challenging HMICFRS in what makes a good call, however he was highlighting the point that this recommendation would have a cost. The CC confirmed that the Constabulary are revising the question sets for call takers, so that they can be streamlined to make the call more efficient whilst addressing vulnerability.

**9.2** The PCC asked the CC how the Constabulary could make sure that problem-solving plans are better managed, assessed and evaluated in light of the PEEL reports findings on the need for the Constabulary to get better at sharing these.

The CC highlighted that the PEEL report did suggest that the force had made improvements in this area, however there was more that could be done. The CC stated that the Constabulary have really developed their problem-solving response, as this is all about crime prevention. The CC confirmed that since the 2019 HMICFRS inspection the Constabulary has invested in a problem-solving team who helped support and quality assure problem-solving activities across the organisation. All problem-solving plans are assessed against a scoring matrix for quality assurance purposes. The CC stated that the teams are effectively subject matter experts, so Beat Officers have a central point of expertise and contact for sharing problem-solving best practices.

The CC confirmed that the force is developing their intranet to better signpost officers towards problem-solving plans that have worked previously. There are also training days for the Constabulary's Beat Officers, and from November 2022 the Constabulary will be developing problem-solving workshops aimed at frontline practitioners on specific topics, the first theme being around car enthusiasts and any associated Anti-

Social Behaviour.

The PCC asked the CC whether there is anymore that could be done in terms of problem-solving around online fraud, as this is a growing concern amongst the public. The PCC noted that a lot of what happens is from beyond the Norfolk boundaries but wondered if more could be done from a preventative approach.

The CC agreed that prevention is the best approach. The CC explained that fraud is the number one crime type in the country, so emphasised how perpetrators typically are not from the county and are quite often off shores, so it is sometimes nearly impossible to bring the offender to justice when they live on another continent. The CC therefore confirmed that prevention is key for this crime type.

The CC stated that the force works with other partner agencies, uses Operation Bodyguard to identify vulnerable individuals and regularly sends out guidance and information alerts on crime prevention advice and the latest scams doing the rounds. However, the CC stipulated that there is a limit to the effectiveness of such operations and measures, insofar that more preventative activity needs to be undertaken by other sectors such as banking.

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

**10.1** The PCC asked the CC whether the Constabulary struggles with identifying and establishing repeat victims at the first point of contact, especially when vulnerable victims contact the Constabulary multiple times with different issues, given the comments made within the PEEL report.

The CC referred to the answer he gave in relation to the earlier question put forward regarding the Constabulary's Control Room insofar as there would be further risk to call answering times if the force were to undertake further question sets in this area. However, the CC did suggest that there is more the Constabulary could do in its use of its data, so that when someone calls, it is immediately displayed on screen if the force has had previous contact with the caller. Also, the CC mentioned the use of the OPTIK mobile application for officers, so information is available at their fingertips when they are out on the ground. He is looking to provide access to this system in the Control Room to assess vulnerability quickly. The CC mentioned that this is an area which could be improved if more time is spent on the phones, however this could impact other services such as call answering times.

The PCC questioned the CC as to whether there is a mechanism in place that joins the dots if there is a repeat caller or victim.

The CC confirmed that there is. The system currently in place is linked up so that it would do just that, so the attending officer will have all information regarding previous crimes when they attend the situation in person.



**10.2** The PCC asked the CC at what points during an investigation are victims updated, as the HMICFRS report suggests that victims of crime are not always being updated as to how their crime report is being progressed, and on occasions, not informed that it's no longer being investigated.

The CC confirmed that there is no template when it comes to when victims are to be updated, it is something that should be built around the victim's needs, however, victims should definitely be informed at the point of closure. The CC highlighted how the PEEL report did find that on the majority of occasions, victims were being given progress updates, however there were too many occasions where victims had not been updated or this recorded.

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

**11.1** The PCC referenced the meeting papers and asked the CC how collision hotspots are identified and what criteria are used in that determination.

The CC confirmed that the Constabulary take collision data and identify high risk cluster sites which are locations where there have been three or more injury collisions in a 30-meter radius in the past twelve months. The CC continued to say that once a cluster point has been identified, the force targets road policing resources to those areas and carry out enforcement. The CC confirmed that the Constabulary would then work with partner agencies to understand whether there's any road layout or signage service issues that might be contributing towards the problem.

The PCC supplemented his initial question by asking what more is being done about speeding through villages as this always seems to be a concern from the public and regular reporting appears in local newspapers.

The CC confirmed that road traffic collisions are the greatest cause of deaths in the county, and he will continue to focus on the 'Fatal Four'. The Constabulary need to communicate better on what exactly they do in this area' however a lot of enforcement is done out of the public eye. The force issue over 40,000 enforcement notices for speeding a year, in addition to this the Constabulary continue to seize hundreds of vehicles each year and are taking hundreds of thousands of pounds worth of stolen property out of the back of those vehicles via the work of the Operation Moonshot Teams.

The CC also stated there are road safety seminars hosted around the County and each tend to get good crowds. These are good opportunities for the CC to explain to stakeholders, Parish Councillors and members of Speed Watch, the work the force is undertaking.

The CC concluded by saying that any surplus from enforcement activity is reinvested back into road safety partnership schemes, which contribute to better signage, improving road junctions or investing in more camera activity. The surplus does not go

back to the Constabulary finances.

**11.2** The last question in which the PCC put forward to the CC was, what are the Constabulary doing to encourage recruitment and retention from the volunteer schemes, particularly the Cadet movement.

The CC took this opportunity to thank the Cadets and volunteers who work within the Constabulary. The CC went onto stipulate how important it is to recruit and keep those numbers up and this is done through supporting volunteers, so they are retained. The CC confirmed that Special Officers are provided with the best possible training programme along with access to the same kit and equipment that regular officers have access to, this includes body worn video. The CC stated that it is important that they feel part of the team, so making them feel part of each shift is very important and this can be done by having them managed by a regular Sergeant. This is seeing the number of hours per Special Officer increase, which is a positive. However, the CC acknowledged that this does have a large cost impact, so Specials are required to do a minimum number of hours to make their employment, as a volunteer, worthwhile.

The CC turned specifically to the Cadet scheme, which he confirmed fell victim to the pandemic era, so many people missed out on this due to their age. However, the Constabulary has been recruiting to bring Cadets back into the force. The CC confirmed that the Constabulary has a Cadet scheme in each of the District Council areas and they now have a dedicated Cadet Programme Manager which ensures that the Constabulary are discharging all their safeguarding responsibilities. The CC is seeking to attract Cadets from disadvantaged backgrounds, and regardless of if they join the Constabulary afterwards or not, the scheme helps with their self-esteem, development, and readiness in the workplace.

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

**12.1** It was agreed that all the emerging risks had been discussed in the meeting, however the CC identified three main priorities: the first is delivering the services that the public of Norfolk would expect from the Constabulary; the second being the welfare of the organisation; and the third being the challenges surrounding finances as this is a big unknown in the current climate. The PCC added onto the CC's final point, by suggesting that they should be meeting at least weekly so that they both know the direction in which the Constabulary is going in light of the financial situation and the impact of any associated risks.

## **13. A.O.B**

**13.1** There was nothing discussed under A.O.B; however, the PCC reinforced his view that the HMICFRS PEEL report is a very positive story to tell.

**14. Date of Next Meeting**

**14.1** The next meeting is scheduled to take place on Tuesday 31 January 2023 from 10:00am at a venue to be confirmed.



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



.....  
Paul Sanford  
Chief Constable



**ORIGINATOR:** Deputy Chief Constable Megicks

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC's Accountability Meeting – January 2023

**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.

Overview for each section is provided in Appendix A

## PILLAR 1 SUSTAIN NORFOLK CONSTABULARY

### (1) Maintaining an Effective and Efficient Policing Service

- This report is the summary forecast position on 30<sup>th</sup> September 2022. The total Group Revenue Budget is forecast to underspend by £0.228m (0.12% of net revenue budget).
- The high-level summary is as follows:

	Budget 2022/23 £000	Outturn £000	Over(-)/Under spend	
			£000	%
<b>Officer of the Police and Crime Commissioner</b>	<b>1,236</b>	<b>1,161</b>	<b>75</b>	<b>6.06%</b>
<b>PCC Commissioning</b>	<b>1,319</b>	<b>1,237</b>	<b>82</b>	<b>6.23%</b>
Chief Constable Operational Spending (including capital financing)	205,432	205,361	71	0.03%
Transfer from Reserves	(306)	(306)	0	0.00%
<b>Chief Constable Operational Spending (net)</b>	<b>205,126</b>	<b>205,055</b>	<b>71</b>	<b>0.03%</b>
Contribution to Reserves	<b>1,095</b>	<b>1,095</b>	<b>0</b>	<b>0.00%</b>
<b>Specific Home Office Grants</b>	<b>(15,058)</b>	<b>(15,058)</b>	<b>(0)</b>	<b>(8.53%)</b>
<b>Total</b>	<b>193,718</b>	<b>193,490</b>	<b>228</b>	<b>0.12%</b>

- Within that total Group underspend the Constabulary revenue budget is forecast to be under-spent by £0.071m at the year-end. The main variances are provided in the following table:

	Budget 2022/23 £000	Full Year Forecast £000	Over(-) / Under spend £000
Pay Related Costs	169,652	169,154	499
Other Employee Costs	2,736	2,541	196
Property Related Costs	18,082	18,103	(21)
Transport	4,039	4,056	(17)
Supplies and Services	16,967	17,067	(101)
Third party payments	7,902	7,887	15
Capital Financing	5,774	6,725	(951)
Corporate	778	778	(0)
Income	(20,498)	(20,949)	451
Transfer from Reserves	(306)	(306)	0
<b>Total</b>	<b>205,126</b>	<b>205,055</b>	<b>71</b>

- 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.

## Capital

- The Capital Budget and forecast expenditure is as follows:

	Original Budget £m	Changes to be approved £m	Revised Budget £m	Forecast £m	Variance £m
Slippage from 2021/22	6.317	0	6.317		
Table A – schemes approved for immediate start 1 April 2022	6.966	0	6.966		
<b>Total Capital Programme</b>	<b>13.283</b>	<b>0</b>	<b>13.283</b>	<b>11.513</b>	<b>1.770</b>
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.141	0	3.141		
<b>Total</b>	<b>16.424</b>	<b>0</b>	<b>16.424</b>		

- The current capital forecast expenditure at year-end is £11.513m. There is an underspend of £1.770m relating to the re-phasing of the Estates schemes (Bethel Street Police Station) and various ICT projects slipping into the next financial year.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Sustain Norfolk Constabulary	Establishment for Police Officers	1,811	1,672	1,532	8.3%	18.2%
	Police officer strength	1,797	1,733	1,570	3.7%	14.5%
	Establishment for Staff	1,371	1,296	1,157	5.8%	18.5%
	Staff strength	1,261	1,260	1,130	0.1%	11.6%
	% hours lost to sickness for Police Officers	4.0%	5.4%	4.8%	-1.4p.p	-0.8p.p
	% hours lost to sickness for Staff	4.0%	5.3%	4.8%	-1.3p.p	-0.8p.p

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

The date range for the Last 12 months was 01/10/2021 – 30/09/2022 unless otherwise stated. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- Police Officer Strength as at the end of September was at 100.55% of the establishment, an increase from the previous reporting period.
- A total of 25 transferees have been appointed within the financial year.
- Sickness absence in the last 12 months has been lower than the previous 12 months and the long-term average.

- 31 new recruits joined on the new PCDA (Police Constable Degree Apprenticeship) pathway in September. This means a total of 96 students have been recruited into force since the introduction of PEQF.
- Future intakes were planned for December with 24 recruits for PCDA, February for 32 recruits for PCDA and March for 24 for the Degree Holder Entry Programme.

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

- ICT strategy continues with a plan to launch several governance boards in January 2023. Future ICT demand will now be managed via the various key senior governance meetings.
- National Identity Access Management (NIAM) is now live. The Constabulary will see significant benefits with connecting to national ICT solutions more efficiently, the first being National Law Enforcement Data Programme (NLEDs).
- Work progresses on the OPTIK system (an integrated mobile solution for frontline officers), including enhancements to the domestic abuse response, and an in-house mobile application development that will help record assaults and use of force for frontline officers without needing to return to the station. Both will go live early in the new year (2023).
- O365 Development - Research is underway in getting the best use out of the existing Microsoft environment.
- Seven Force Forensics – A revised timeline is now planning to introduce the Forensics case management system in mid-2023.
- The transport strategy plans have been drafted and will be confirmed following receipt of the funding settlement including decisions around precept levels in Norfolk.

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

- Norfolk Constabulary was subject to the PEEL inspection by His Majesty's Inspector of Constabulary and Fire & Rescue Services (HMICFRS). In October 2022<sup>1</sup> the force received eight gradings.

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

<sup>1</sup> [Norfolk - HMICFRS \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/norfolk/)

- In addition to the PEEL gradings, the inspectorate set out eleven Areas for Improvement (AFIs). Progress against the AFIs is monitored in a monthly meeting chaired by the Deputy Chief Constable. The HMICFRS PEEL inspection is a process of continuous assessment, with the next inspection commencing in 2023.
- The force will also continue to progress recommendations from national thematic reports allocated to all forces in England and Wales. This quarter's reports include, 'An inspection of vetting, misconduct, and misogyny in the police service' and 'An inspection into how well the police and other agencies use digital forensics in their investigations'.

## **(5) Delivering an Effective Estate Management Strategy**

### Key Estates Projects

- 2022/23: Broadland Police Station – New build - Construction works were completed on 3<sup>rd</sup> October 2022.
- 2022/23: Norwich City Police Station – Refurbishment – Planning permission has now been granted for the project by Norwich City Council. Architects Chaplin Farrant (of Norwich) are advancing the completion of the tender documents for open market tender on the national bluelight procurement portal.
- 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.
- 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.

### Emergency Services Collaboration on Estates

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

### Property Disposal

- The former premise located in North Lynn is '*under offer*' and the sale is with solicitors. Outline planning permission for residential use is to be sought for the future surplus sites at Acle and Sprowston. The former Holt and Swaffham Police Stations and land at Stalham are currently on the market for sale.

### Carbon Reduction

- Carbon Reduction works are completed this year at Aylsham Police Station with additional solar panels being provided. Works are underway to upgrade heating services at Harleston and Long Stratton Police Stations to remove end of life gas / oil boilers and replace them with electric air source heat pumps.



- A new Carbon Reduction & Environmental Action Plan 2022-2030 has been drafted for consultation with the PCC.

## **(6) Designing Policing Services to 2030 and Beyond**

The Horizons team are preparing work around several innovation projects:

- “Hotspot policing” - 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 November. Analysis has been carried out for Norwich 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 pilot is due to be launched in October 2022 with an evaluation planned for April 2023.

## **(7) Continued Collaboration with Other Blue Light Services**

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

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

END

## **Appendix A - Overviews for each section of pillar 1** **Continue to Invest in and Support Officer and all Police staff's Health and Wellbeing**

### Overview

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

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

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

### Overview

- The Constabulary runs 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

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

## **(8) Delivering an Effective Estate Management Strategy**

### Overview

The Constabulary will provide an update on:

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

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

## **Designing Policing Services to 2030 and Beyond**

### Overview

- Following on from the successful Norfolk 2020 Programme, the Constabulary Horizons Team was established to build a scalable, adaptable policing model capable of delivering the best service with the available resource and budget.
- The team as part of their work which covers projects over both short and long term, will develop the Constabulary's 2030 strategic approach.

<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 – January 2023

**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.

Overviews for each pillar have been provided in appendix A

## 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	84%	88%	Data not available	-4.0p.p	Not applicable
	Public Perceptions: I have confidence in the police in my local area	76%	83%		-7.0p.p	
	Public Perceptions: Deal with crime/ASB that matter	54%	60%		-6.0p.p	
	Public Perceptions: Understand issues that affect your community	60%	66%		-6.0p.p	
	Public Perceptions: Satisfaction with the level of policing in your local area	51%	58%		-7.0p.p	

Table 2: Public Perceptions survey data The date range for the Last 12 months was 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021.

- There has been a marginal decline in public satisfaction rates based on the public perception survey although 84% of those surveyed felt that Norfolk Constabulary were doing a good or excellent job demonstrating strong confidence in general policing across the County.
- In the last quarter there has been activity in two areas with regards to engagement:
  1. The launch of the Hyper-Local Engagement Strategy which means that relevant information is directed to the heart of local communities.
  2. The launch of District Engagement Plans. These assist in briefing Beat Managers and neighbourhood policing teams in relation to what good engagement with communities looks like.

Area	Indicator	Last 12 months
Visible and trusted policing	PSD complaints	444
	PSD complaints logged within 2 working days	87.6%
	PSD complainants contacted within 10 working days	78.8%
	PSD data complaints time to resolve – Schedule 3 only (average in working days)	75
	PSD data complaints time to resolve – Outside Schedule 3 (average in working days)	44
	PSD complaints finalised where the service provided was not acceptable	76
	Reviews upheld	14
	Chapter 13 letters	3
	PSD conduct cases	53
	Misconduct hearings	2
Misconduct meetings	7	

Table 3: 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 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

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

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.

### Complaints Update

- In the reporting period, 444 complaints were received. This is a decrease of 14% compared to the previous year.
- 87.6% were logged within two working days and 78.8% of complainants were contacted within 10 working days.
- Cases took, on average, 75 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 44 working days.
- In 76 of 398 (19%) finalised cases, the service provided was deemed 'not acceptable'. In cases where the service provided has not been acceptable, investigating officers are encouraged to identify learning, both individual and organisational to ensure a reduction in similar cases. Identified learning is reviewed monthly by the SIT to identify trends and seek solutions.
- 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 22 reviews, identifying seven that required further work. The Local Policing Body (the Office of the Police and Crime Commissioner) determined on 43 reviews and seven were upheld as requiring further work.
- 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 three of these reports, all relating to complaint cases.

### Conduct Update

- In the reporting period, 53 conduct cases were recorded, this is an increase of 51% compared to the previous year, when 35 cases were recorded.
- One police officer and one Special Constable were subject of misconduct hearings in the reporting period. As a result, one would have been dismissed had they not resigned, and one was dismissed but reinstated on appeal.
- The seven misconduct meetings held in the reporting period resulted in three Final Written Warnings, two Written Warnings, one Learning from reflection and one no further action for the officers and staff concerned.
- 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	119	116	116	1.7%	1.7%
	Effective strength for Beat managers	111	111	105	0.0%	5.7%
	Effective strength for Beat managers (% of establishment)	94.1%	95.7%	90.5%	-1.6p.p	3.6p.p
	Establishment for Sergeants	147	132	132	11.4%	11.4%
	Effective strength for Sergeants	141	132	127	6.8%	11.0%
	Effective strength for Sergeants (% of establishment)	95.9%	100.0%	96.2%	-0.3p.p	5.2p.p

Table 4: Establishment, strength for Beat Managers and Sergeants



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

The date range for the Last 12 months was 01/09/2021 – 31/08/2022. The date range for Previous 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2018 – 31/08/2022.

- The effective strength for Beat Managers has remained constant in the last 12-month rolling period when compared with the previous 12-month period.
- The effective strength for Sergeants has increased (147 against 132). This is reflective of the continued investment in dedicated Neighbourhood Policing posts by the Chief Constable.
- The Constabulary has appointed a new member of police staff to fill the vacant Local Communications Officer (LCO) post for Kings Lynn and West Norfolk. The successful candidate is currently going through vetting.
- The Constabulary has committed to take part in the National Police Chiefs Council led Neighbourhood Policing Week of Action between 23<sup>rd</sup> and 29<sup>th</sup> January 2023.

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

Area	Indicator	Last 12 months
Visible and trusted policing	Total engagements	18,409
	Park Walk Talk engagements	7,605
	General engagements	3,388
	Targeted Activity engagements	2,234
	Streetsafe engagements	1,495
	Key Individual Network engagements	1,314
	Stakeholder meetings engagements	605
	Community meetings engagements	597
	Education engagements	584
	Public events engagements	369
	Citizens in policing engagements	98
	Reassurance patrol engagements	59
	Training and recruitment engagements	38
	Neighbourhood engagements	10
	Children and Young People engagements	7
	Vulnerable or Hard to Reach Group Engagements	4
	Health Protection Regulations Compliance Monitoring engagements	1
Business engagements	1	

Table 5: Engagement totals and by category, from Engagement App

The date range for the Last 12 months was 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- Recorded engagement activity has increased in general across this period. Park, Walk and Talk remains the most popular of all engagement types as Neighbourhood Policing Officers and SNT Patrol teams can carry these out in downtime between response and investigation commitments.
- Hotspot policing trials were operated throughout this quarter with activity being recorded on the Engagement and Targeted Activity application. Trials were focussed on the Great Yarmouth area and sought to identify a link between police visibility and the effect on crime deterrence. Results will be available in the next reporting period.
- Assistant Chief Constable Nick Davison has delivered a series of Engagement briefing events to Neighbourhood policing officers to ensure that they are

delivering their engagement activity in line with the Constabulary Communications and Engagement Strategy.

- A Local Policing Engagement Plan is being launched in October 2022 to help guide the engagement activity of Neighbourhood policing officers. Alongside this, an updated version of the Force Forms Engagement and Targeted Activity Application will be released. This will allow the constabulary to record and monitor community engagement activity more efficiently.
- A series of professional development days have now been scheduled for the next quarter with Norwich, South Norfolk, Broadland, Kings Lynn and Breckland teams taking part. These events will focus on engagement, and the preference for good quality rather than high quantity submissions. Submissions will be audited for quality assurance purposes.
- The constabulary continues to work towards increasing visibility on its digital platforms through the work of Local Communication Officers (LCOs).
- With their knowledge and experience of digital communications, the LCOs can judge where best to promote police activity to make sure it is 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.
- For the reporting period, the LCOs provided 154 posts in July, 169 posts in August and 114 posts in September across five districts (the King’s Lynn and Breckland post was not filled during the reporting period). The posts were made on several media platforms and highlighted local issues such as road closures, engagement events and local crime concerns.

#### **(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	415,570	422,671	Data not available	-1.7%	Not applicable
	999 calls	120,164	106,233	113,106	13.1%	6.2%
	% 999 calls answered within 10 seconds	85.7%	90.7%	88.6%	-5.0p.p	-2.9p.p
	101 calls	295,406	316,438		-6.6%	
	Average time to answer 999 (in seconds)	6.3	5.2	Data not available	1.1 seconds	Not applicable
	% Emergencies in Target – County	86.5%	89.2%	89.1%	-2.7p.p	-2.6p.p
	% Emergencies in target – Urban	88.6%	91.2%	91.0%	-2.9p.p	-2.4p.p
	% Emergencies in target – Rural	84.4%	86.9%	87.1%	-2.5p.p	-2.7p.p
	Average time to attendance for B1 (HH:MM:SS)	01:07:48				
	Average time to attendance for B2 (HH:MM:SS)	22:37:59				
	Average time to attendance for C (HH:MM:SS)	42:23:52	19:02:54	21:24:41	122.6%	98.0%
	Average time to attendance for Diary apps (HH:MM:SS)	96:24:58	50:30:52	56:50:04	90.9%	69.6%
	% calls addressed through phone resolution	31.6%	32.5%	33.2%	-0.9p.p	-1.6p.p

Table 6: 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 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- 999 call demand continues to rise and on average is 13.1% (1100 calls per month) higher than the previous 12 months. This rise continues to put downward pressure on the average time to answer and attendance times.
- An analysis of pre-Covid (2019) data and 2022 data provides an insight to the call categories with the largest increases: Concern for Safety (+35.31%), Domestic

Crime (+25.29%), Collapse/Illness/Injury (+46.78%) and Missing Persons (+61.94%). These call types can often relate to high-risk incidents and as such call times tend to be longer, with multiple police units often required in the deployment phase. The time taken to finalise the incident can often be lengthy.

- The annual increase in 999 demand is a long-term trend across all Police Forces with demand growing at circa 10% every year for the last 8 years.
- 101 demand is down 6.6% year on year. This is down to channel shift with increases in on-line reporting, Web Chat and email contact all increasing.
- Recruitment was hindered during the pandemic, but the CCR is on target to reach full establishment in spring 2023.

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

Below are the key campaigns supported across the Constabulary's social media platforms, website and via media releases:

### **July**

- **07 & 08** – Op Foxtail Road Policing initiative in Great Yarmouth targeting individuals with fake driving licences
- **11** NPCC Commercial Vehicle Week
- **18** National ASB Week
- **18** National Alcohol Awareness week
- **05** Summer Domestic Abuse campaign – press release issued
- **25** National Crime Week
- **30** Norwich Pride weekend – press release issued in support
- **30** World Day Against Trafficking in Persons

### **August**

- **09** Road Policing Action Day in King's Lynn to reduce road casualties and disrupt criminality
- **22-28** NPCC Drug Driving Week – press release issued 22/08

### **September**

- **9** Emergency Services (999) Day
- **10** World Suicide Prevention Day
- **12** Op London Bridge –messaging/support following death of HM Queen Elizabeth II and accession of King Charles III
- **19-25** NPCC Vulnerable Road Users
- **25** National Police Memorial Day
- **26 September–2 October** National Inclusion Week
- **29** Phone scams - press release issued 29.9.2022

END.

## **Appendix A - Overviews for each section of pillar 2**

### **Improving public trust and confidence in policing**

#### Overview

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

### **Delivering Effective Neighbourhood Policing**

#### Overview

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

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

#### Overview

- It's believed that effective engagement and consultation is a key to helping to maintain and enhance public confidence and satisfaction in policing.
- Set out below is an explanation of the work ongoing to identify and record engagement opportunities.
- In addition, there is a summary of the proactive work being undertaken by the Local Communication officers.
- The data table above will allow the Constabulary to show over time the significant volume of the engagement work being undertaken.

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

#### Overview

- The Contact and Control Room (also called the CCR) is a highly complex environment that acts as the single point of contact for all emergency and non-emergency calls/on-line contact from the public.
- Whilst the telephone is still the primary means of choice for callers (approximately 90% of all demand), the CCR also provides a range of digital contact services (email, on-line reporting, and Web Chat) which are growing in popularity and currently account for approximately 10% of all contact.
- The CCR also has responsibility for the command and control of police resource deployments across the county.
- The data table above provides a comprehensive overview of the telephony performance and the management of attendance around incidents.

- The Constabulary’s performance in call handling and emergency response has declined slightly, as 999 demands has increased between 2020/21 and 2021/22.
- The summer months of June/July/Aug are the busiest months in the CCR and for the force. The warmer and lighter evening, school holidays, tourism and summer festivals combine with a time when most departments are at their maximum leave thresholds, putting the organisation at maximum stretch whilst operating its business-as-usual model.
- The impact of the pandemic presents a complex picture of 101 call data with the ‘locking/unlocking’ of society, the introduction of new legislation, guidance and policy, often at short notice, generated significant peaks and troughs in public contact. The significant drop in calls for service over this period 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.

### **Active Promotion of National and Local Campaigns across the County**

#### Overview

- The Corporate Communications team always look to provide a local perspective around countywide or national campaigns, for example the focus on violence against women and girls (VAWG) and the use of the “Street Safe” application to report concerns.
- It’s recognised the impact the national narrative can have on local policing issues and how it can affect public confidence.
- The Corporate Communication Team working with district commanders look to respond proactively when opportunities present.

<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 – January 2023

**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.

Overviews for each pillar are provided in appendix A

## 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 7: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests

The date range for the Last 12 months was 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- After an increase in Domestic abuse crimes in the second half of 2020, volumes of Domestic abuse have remained stable in the last 12 months since the last reporting period. The number of solved domestic abuse crimes has increased by 132 compared to the previous 12-month period.
- Volumes of Rape and Serious Sexual offences continue to increase. This trend can be seen nationally - particularly with large volumes of historical crimes reported during the pandemic. Volumes of Rape and Serious Sexual offences in the last 12 months have increased 5.1% (an increase of 136 crimes) since the last reporting period (12 months ending June 2022).

#### **Ongoing workstreams linked to VAWG Strategy:**

- Work to embed the national Operation Soteria principles into Rape & Serious Sexual Offence investigations, including engaging with learning events and other UK police forces to understand best practice.
- Launch of the Operation Engage pilot, utilising specially trained and experienced officers to build rapport with victims of serious sexual offences and support them in a trauma informed way.
- Work with the OPCCN to develop a program to capture of the voice of victims of serious sexual offences, which will help to improve service design and delivery.
- Work with the CPS to submit more files for early investigative advice to develop jointly agreed key lines of enquiry at the early stage of a serious sexual offence investigation.



**(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)	230	65	Data not available	253.8%	Not applicable
	Serious & organised crime disruptions (Disruptions recorded against scored OCGs only)	96	64		50.0%	

Table 8: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs)

Area	Indicator	October 2022 only
Tackling crime	<b>Live Serious and organised crime threats (Tactical Vulnerabilities/Priority Individuals and OCGs)</b>	
	DRUGS	14
	MODERN SLAVERY AND HUMAN TRAFFICKING	2
	ACQUISITIVE CRIME	2
	NON-NATIONAL CONTROL STRATEGY	1
	OTHER	5
	<b>Live Serious and organised crime threats (Disruptions recorded against scored OCGs only)</b>	
	DRUGS	13
	MODERN SLAVERY AND HUMAN TRAFFICKING	2
	ACQUISITIVE CRIME	2
	NON-NATIONAL CONTROL STRATEGY	1
	OTHER	4

Table 9: Live Serious and Organised crime threats (Tactical vulnerabilities/Priority individuals and scored Organised Crime Groups)

The date range for the Last 12 months was 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

**Serious & Organised Crime update**

- 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.
- The predominant crime time remains drugs, however poly-criminality is often identified in most OCG investigations.
- Notable Results include:
  - An Organised Crime Group subject was stopped driving a vehicle. They were searched and significant cash and three mobile phones seized. The subject was arrested on suspicion of Money Laundering. Their house was searched and as a result, 3.4 kg of cannabis and an additional £15,000 was recovered. Four people were arrested on suspicion of Possessing a Controlled Substance with the Intent to Supply. Subjects remain on bail.
  - A potential victim of human trafficking was identified as flying into the UK from Hungary. The potential victim was spoken to from a safeguarding point of view and disclosed they were travelling to the UK for the purposes of adult sex work. This was dealt with in partnership with Immigration and UK Border Force.
  - The principal subject of an Organised Crime Group was sentenced to eight years imprisonment for Conspiracy to Supply a Class A Controlled Substance. They were further sentenced to four years imprisonment for Conspiracy to Supply Classes B and C Controlled Substances, to run

concurrently. Cash and assets were seized, and the constabulary is applying to retain them under the Proceeds of Crime Act.

### Fraud Investigation update

- Norfolk Constabulary have completed a pilot program and are now looking at ways to develop the learning identified into day-to-day practice. This will include triage and advice to improve fraud investigations, embedding the Fraud Investigation Model (FIM) and improving outcomes for victims.
- The Constabulary’s response to High Harm fraud is victim focussed, with all who consent receiving support from the National Economic Crime Victim Care Unit (NECVCU). Victims identified as vulnerable receive further support through Operation Bodyguard.
- 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	17	Data not available	-29.4%	Not applicable
	Possession with intent to supply - arrests	261	338	328	-22.8%	-20.4%
	Concerned in supply of controlled drugs - arrests	281	359	372	-21.7%	-24.5%

Table 10: 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 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- The data provided in the table needs to be read in the context of a 69% decrease in the number of active county lines in Norfolk since November 2019 and, in contrast, a 17% increase in county lines activity nationally over the last year (2021-2022).
- In Norfolk there are fewer active lines operating, resulting in fewer enforcement opportunities. The reduction in lines closed reflects the positive picture in Norfolk as a whole. This is also reflected in lower figures for drugs supply arrests. The constabulary continues to proactively identify and target lines in the county and take every opportunity to disrupt and dismantle the organised crime networks behind them.
- Four counties in the eastern region have been identified as being amongst those most impacted by county lines criminality and, because of extensive efforts over recent years, Norfolk is not one of those.
- There has been a considerable reduction in drugs deaths in Norwich which had been in the top 10 out of 331 local authorities for drug-deaths per 100,000 in the previous three-year reporting period. For the most recent three-year period (2019-21) it has dropped to 38th highest. Nationally, drug-related deaths are

increasing<sup>1</sup>. There were 194 drug-related deaths in Norfolk in the most recent three-year reporting period (2019-2021 compared to 235 drug-related deaths in the previous three-year reporting period (2016-2018).

- Six more county lines have been closed, with charges being laid in all cases and guilty pleas already entered in three of those due to the strength of the evidence.
- Norfolk Constabulary worked with partners to promote the ‘Introduction to Exploitation’ online training package designed to give everyone a broad understanding of the types of exploitation that vulnerable people may be exposed to, including within a county lines model.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Hare coursing incidents	178	280	312	-36.4%	-42.9%
	Farm machinery thefts	41	34	59	20.6%	-30.5%
	Livestock worrying incidents	13	11	9	18.2%	44.4%

Table 11: Hare coursing and Livestock worrying incidents and Farm machinery thefts

The date range for the Last 12 months was 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- Volumes of Rural crime has decreased slightly since the last reporting period (12 months ending June 2022). For Hare coursing incidents, there has been a decrease of 14 offences (7.3%) since the last reporting period.
- Farm machinery thefts have increased in the last 12 months but still shows a decrease compared to the long-term average.
- Volumes of livestock worrying incidents are quite stable since the last reporting period and the last 12 months continue to show increases compared to the previous 12 months and long-term average.
- During the reporting period, the constabulary has looked to address offending with partners, utilising the CRAG (Community Rural Advisory Group) to increase awareness of the public about keeping control of their dogs and being vigilant to signs/use of fields containing livestock.
- The Op Randall team has continued to foster relations with key partner agencies widening the constabulary’s response to differing aspects of rural crime. For example, a there has been a focus on Heritage crime combined with Historic England and the Norfolk Archaeological Trust to target offending at key sites across the county.
- One of the Op Randall team has been nominated for a prestigious National Wildlife Investigator of The Year award.
- Norfolk have led an investigation into thirteen offences relating to raptor persecution, securing a conviction which has been recognised by the National Wildlife Crime team and received significant media interest.

<sup>11</sup> [Deaths related to drug poisoning by local authority, England and Wales - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk) (Published - August 2022)

END.

## **Appendix A - Overviews for each section of pillar 3**

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

#### Overview

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

#### Building Trust and Confidence

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

#### Relentless Pursuit of Perpetrators

- The Constabulary is committed to increasing the number of offenders brought to justice for VAWG offences. There has already been considerable effort to improve the training officers receive to improve the evidence-gathering opportunities.
- Acting on feedback from victims, work is ongoing to ensure it is the suspect and not the victim that feels at the centre of the enquiry. Police will 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.

### Safer Spaces

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

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

#### Overview

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

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

### Overview

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

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

### Overview

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

A quick summary of these tactics:

- Community Protection Warning (CPW) – a formal warning by officers to a perpetrator stating that a *Community Protection Notice* will be issued if the behaviour continues.

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

#### Farm Machinery Thefts

- 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.

<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 – January 2023

**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.

The overviews for each pillar are provided in appendix A

## PILLAR 4: PREVENT OFFENDING

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

Area	Indicator	Snapshot of Q2 (made in November 2022)
Prevent offending	Persons on IOM Scheme	142
	Age Under 18	0%
	Age 18-24	17.61%
	Age 25-34	35.90%
	Age 35-49	37.32%
	Age 50+	9.15%
	Gender male	88%
	Gender female	12%
	Ethnicity – White	93%
	Ethnicity – Black	7%
	Persons on Scheme managed in the Community	46%
	% Of people on IOM scheme that have committed offences in reporting period	29%
Persons in Breach on IOM scheme	18	

Table 12: Persons on Integrated Offender Management scheme and demographics

The date range for the Last 12 months was 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2021.

- During the reporting period, out of a current cohort of 142, 41 were charged with one or more offences. In other words, 71% of the cohort have not been charged for an offence in the period.
- The 41 charged with one or more offences had committed 158 offences between them.

### (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)	1,555	1,548	Data not available	0.5%	Not applicable
	Section 42 Planning discussions (Adult protection)	2,618	2,339		11.9%	
	Open Child exploitation cases - High Risk	71	76	51	-6.6%	39.2%
	Open Child exploitation cases - Medium Risk	336	332	335	1.2%	0.3%
	Child Exploitation screenings	785	842	764	-6.8%	2.7%

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

The date range for the Last 12 months was 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- The number of section 47 child protection strategy discussions has remained virtually unchanged over the past twelve months, whereas the number of section 42 adult protection planning discussions has increased by 11.9%. This is likely to reflect the continuing increase in the awareness of issues affecting vulnerable adults as well as an indication of the increase in pressure on the adult social care system.
- The multi-agency child exploitation screening is now a mature process in Norfolk and the past year has seen a slight decrease in both the total number of children screened as well as those open at high risk. The number of medium risk open cases has remained broadly the same. This suggests that the constabulary have now perhaps reached a good understanding of the number of children at risk of exploitation in Norfolk and that demand has reached a consistent level.

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

In the last quarter Norfolk Constabulary worked with its partners:

- To analyse the findings from the previous quarter's system-wide health check in relation to domestic abuse and sexual violence and develop them into a series of recommendations for improvements over the longer term.
- Develop a Domestic Abuse & Sexual Violence Data Dashboard drawing upon multi-agency data to allow for a system-wide understanding of demand and emerging issues.
- Set up a County Lines Training Task & Finish Group to coordinate the training offer in relation to County Lines, particularly with regards to vulnerable adults.

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

In the last quarter Norfolk Constabulary:

- Completed and submitted its self-assessment under Section 11 of the Children Act.
- Took part in a staff survey in relation to Section 11, which fed into the wider partnership learning about how the NSCP's key priorities are perceived at practitioner level.
- Supported the review of the NSCP's child protection threshold guide.
- Supported the development and communications campaign regarding the NSCP's medical examinations policy.
- Assisted with the development of the concealed/denied pregnancy policy.

### **Norfolk Safeguarding Adults Board (NSAB)**

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

- Help shape the plans for the forthcoming joint independent scrutiny of the MASH by the NSAB & NSCP.

- Reconfigure the Business Delivery Plan to ensure that strategic objectives are fully captured and progress towards achievement is tracked.
- Submit a return in July to help shape the NSAB Assurance & Development Day.
- Engage in the NSAB Assurance & Development Day in September to help shape future strategic development in Norfolk in relation to safeguarding adults.

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

Area	Indicator	October 2022 [Current snapshot]
Prevent offending	Perpetrators on DAPPA	15
	Perpetrators referred to Change	3
	Referrals made into DAPPA	2
	Meetings held	46
	Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	2

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

- The numbers of new referrals to Domestic Abuse Perpetrator Partnership Approach (DAPPA) and Change have remained consistent on a month-to-month basis. The number of open cases and multi-agency meetings have also remained consistent.
- The DAPPA team continue to monitor stalking cases and to provide guidance to investigating officers on cases where a stalking protection order should be considered.
- Public Protection Unit (PPU) oversees the risks and management plans around registered sex offenders. Reoffending rates remain low; 2% of registered sex offenders have been recalled to prison for breaching the terms of their release, and less than 2% have been dealt with for re-offending.

**(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)	3.7%	4.3%	4.7%	-0.6p.p	-1.0p.p
	Referrals to Diversion schemes (Outcome 22)	0.6%	0.6%	Data not available	0.0p.p	Not applicable

Table 15: Out of court disposals (Outcomes 2, 2, 2A, 3, 3A, 6, 7 & 8 until 31/12/2021, outcomes 2, 2, 2A, 3, 3A & 8 from 01/01/2022) and Referrals to Diversion schemes (Outcome 22)

O OCD Type	Jul-22	Aug-22	Sep-22
Conditional Caution Completed	95	78	121
CARA/Red Snapper	8	5	12
ADDER	35	37	34
Red Snapper Referrals Premium Hub	17	23	16
Red Snapper Referrals Standard Hub	56	55	60
Breaches	5	6	1
Total	216	204	244

Table 16: Breakdown of out of court disposals by type

- Conditional Cautions and Red Snapper referrals increased during the period and referrals are expected to increase with the introduction of the Evidence Review Officer pilot.
- There are plans to increase the availability of Red Snapper premium which uses techniques such as cognitive behaviour therapy to address offending behaviour.
- Expressions of interest will be put out for restorative justice champions to facilitate restorative practice on the frontline.

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

Area	Indicator	Nov 2021 - Aug 2022
Prevent offending	Juveniles referred to Out of court disposal panel	267
	<b>Juvenile outcomes from Out of court disposal panel</b>	
	Returned to Police	4
	Children's services	10
	Other services	7
	Community Resolution	35
	Challenge 4 Change	150
	Youth Caution	23
	Youth Conditional Caution	13
	Other outcomes	25

Table 17: Juveniles referred to Out of court disposal panel and outcomes

The date range for the Last 12 months was 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- The number of young people, aged between 10-17 years, entering the criminal justice system has continued to fall when reviewing data supplied by the Norfolk Youth Justice Board. The latest Norfolk figure of 122 per 100,000 is lower than

the Eastern Region (131) and lower than the average for all England and Wales (142).

- Between November 2021 and August 2022, 267 young people were referred to the Norfolk Youth Justice Service (NYJS),
  - 150 received a Challenge 4 Change (C4C)<sup>1</sup> outcome and
  - 35 received a Community Resolution.
- An established Out of Court Disposal Panel has been developed and has been a key factor in securing the reduction in First Time Entrants (FTE) to the Criminal Justice System.
- Representatives from NYJS, police, and other agencies speak on a weekly basis to assess suitable cases to consider whether a diversion option is likely to be more effective and carried by NYJS or an appropriate agency, or whether a community resolution, Youth Caution / Conditional caution or court appearance are necessary and appropriate.
- NYJS and police are working with partners to ensure young people from ethnic minorities are not discriminated against and criminalised disproportionately. This includes the establishment of Racial Disparity in Youth Justice System working group to examine the reasons for any disproportionality and target areas for improvement across the wider system.

END.

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<sup>1</sup> A C4C outcome means that when a young person is arrested by the police, their case is reviewed and if assessed by NYJS 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.

## Appendix A - Overviews for each section of pillar 4

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

#### Overview

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

#### The IOM Scheme

- The Joint Norfolk and Suffolk Integrated Offender Management Team works with the county's Probation Service Delivery Units and other agencies to reduce the risk of a scheme member returning to criminality.
- The IOM scheme currently focuses on three groups of individuals:
  - Those under statutory supervision for Robbery, Burglary and Vehicle Crime offences
  - A flexible cohort which extends this to other similar crime types.
  - A group which supports females and their different criminogenic needs.
- Cohort members will normally be 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.
- Individuals on the scheme will have been identified as having a high risk of reoffending. By assisting them with access to housing, benefits/employment opportunities and the drug and alcohol treatment agencies, as well as working to find positive social activities for them to participate in, the scheme aims to divert them away from criminal activity.
- There is also a responsibility on police and partners to prevent offending by taking proactive steps to stop someone in their tracks if they are engaging in behaviour that is indicative of an immediate return to criminal activity.
- IOM offenders will have increased frequency of supervision by agencies involved in their rehabilitation.
- The enhanced partner information sharing alongside police crime and intelligence systems means that officers are often instrumental in identifying where risk of reoffending has increased, where safeguarding for victims is required or where license conditions are being breached. In these

circumstances the team will work together with the Probation Service to ensure that enforcement decisions are considered swiftly and appropriately.

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

### **Overview**

- Whilst safeguarding and the identification of risk is part of the policing response at all stages, from control room to attending officer, Norfolk Constabulary has a specialist command, Safeguarding and Investigations (S&I) that leads the day-to-day oversight around the management of these matters.
- The data in the tables highlights the number of risk management discussions specialists within S&I are involved in.
- The Section 47 and 42 discussions take place when police or another agency identify a child or vulnerable adult that may be at risk of abuse or neglect. The data on the number of child exploitation screenings, open cases, and associated risk gradings, set out in the chart, indicates the substantial number of serious cases police and partners are overseeing.
- Over time tracking this data will help monitor the scale of the issue alongside considering the impact of any interventions. While at this stage the data is influenced by the impact of Covid 19 and the return to normality, we are starting to see a consistent picture emerging.
- Set out below is an update on three key pieces of work in this area:
  - **Countywide Community Safety Partnership (CCSP)** Work against its strategic priorities - The CCSP is a statutory body bringing together organisations across Norfolk to tackle crime and disorder. It is hosted and supported by the Office of the Police and Crime Commissioner (OPCC) and is chaired by the OPCC Chief Executive. The CCSP has developed a “Safer Norfolk Plan” setting out how it will work over the next three years.
  - **Norfolk Safeguarding Children Partnership** - This group brings together the local authorities, police and health alongside other local agencies and the voluntary sector to ensure children are protected and their welfare promoted.
  - **Norfolk Safeguarding Adults Board** – The group of key partners focus on supporting identified vulnerable adults.

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

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



- Public Protection Unit (PPU) – Oversees the risks and management plans around registered sex offenders. The team’s objective is to prevent re-offending and safeguard the public. In a response to the national increase in the numbers of offenders having to be managed (due to an increase in successful prosecutions) the PPU develops plans around specific areas of concern such as on-line offending. Reoffending rates remain low, 2% of registered sex offenders have been recalled to prison for breaching the terms of their release, and less than 2% have been dealt with for re-offending.
- Domestic Abuse Perpetrator Partnership Approach (DAPPA) - DAPPA aims to create effective multi-agency risk management plans around domestic violence offenders. The scheme was operational from September 2021 and has a dedicated budget to implement bespoke individual behavioural change programmes to reduce the risk of a person reoffending.

### **Reduce the revolving door of crime by putting in place the support needed to reduce re-offending**

#### Overview

- The Norfolk Constabulary Managing Offenders Subgroup scrutinises the management of those responsible for offending across the county, ensuring crimes are detected, appropriate outcomes for victims are secured and offenders are diverted to prevent future offending.
- 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 (OCCD) where a two-tier system is being introduced in a phased manner across the Constabulary.
- Out of Court Disposals
- Out of Court Disposals are a range of methods that can be used to deal with low level crime committed predominantly by first time offenders without having to refer the matter to court.
- The government is introducing legislation to reduce the number of Out of Court Disposals to just two options (conditional caution and community resolution). In advance of this legislative change, the Constabulary has implemented a 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.

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

- The Constabulary will provide a high-level overview of the work undertaken in collaboration with the Norfolk Youth Justice Service (NYJS).
- The data presented sets out the opportunities to use non-court outcomes for children between November 2021 and Aug 2022.
- The update includes an update as to how Norfolk is performing when compared to the regional and national positions.
- In addition, an update on the new Out of Court Disposal Panel is included. This panel reviews cases involving young people aged from 10-17 years to determine the most appropriate outcome.

<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 – January 2023

**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.

Overviews for each section are provided in appendix A

## PILLAR 5: SUPPORTING VICTIMS

### **(1) Improving the provision of entitlements set out in the Victims’ Code of Practice**

Area	Indicator	July 2022 - Sep 2022
Supporting victims	Receipt of written acknowledgement	5.0%
	Recording of needs assessment	72.9%
	Referrals to support service within 2 days of the crime being recorded	39.1%
	Provision of information about the progress of their case	100.0%
	Provision of information about the investigation and prosecution	31.8%
	Offer of a Victim Personal Statement (Initial stages)	4.8%
	Offer of a Victim Personal Statement (Post-charge)	50.0%
	Making of a Victim Personal Statement (Initial stages)	0.2%
	Making of a Victim Personal Statement (Post-charge)	57.1%
	Provision of information about the trial, trial process & your role as a witness	100.0%
	Provision of information about the outcome of the case and any appeals	92.9%
	To make a complaint about your rights not being met (Total recorded)	103
	To make a complaint about your rights not being met (VCOP only)	0
	Provision of information on the Victims Right to Review scheme	24

Table 18: Victims Code of Practice data, taken from monthly audits

- An internal VCOP dashboard is now live and is being utilised to review each VCOP right in turn and the relevant compliance levels. The dashboard breaks down to district levels on performance and exploration of more granular detail is underway to examine options for team and individual compliance.
- In discussion with the Office of the Police and Crime Commissioner for Norfolk and Norfolk and Suffolk Victim Care through the Supporting Victims Subgroup, a communications strategy has been developed that will prioritise the areas where performance improvement is most needed.
- 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.
- Internal communication messaging is being developed utilising victims’ voices by obtaining case studies and real-life victims’ journeys for new and existing officers and staff.
- Work is underway to explore what the options are for improving support to VCOP compliance in custody & Custody Investigation Units (CIU) teams.
  - Part of a new handover app for CIU will include VCOP compliance and will be a metric for the CIU team to monitor.

- The Constabulary is exploring opportunities to record short videos with regards to providing good evidence in court and what to expect when giving evidence. This is being done in discussion with Ipswich & Norwich Courts alongside some of the sessions provided by judges to the Learning & Development department for training purposes.

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

- In the third quarter of 2022, the Operation Investigate team continued to support the constabulary’s district development days. Training delivered by the team focused on ensuring investigations were victim focused and evidence led to improve outcomes and victim satisfaction. Training in this quarter has also focused on widening knowledge and use of civil orders when seeking positive outcomes to obtain justice for victims.
- The Operation Investigate team have supported the creation and development of the community support units; ensuring the training and delivery of the highest investigation standards within these teams, which will incorporate the new recruits joining the constabulary on the Police Constable Degree Apprenticeship.
- The team have been involved in delivering training on the new bail legislation as well as the community resolution and conditional caution guidance.
- County wide peer reviews and investigative audits are regularly carried out to support continuous investigation improvement at supervisory level.

## **(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 (September 2022 only)	Non-civilian Witnesses supported (September 2022 only)
Supporting Victims	Crown Court Team			
	1028	94	6702	9716
	Magistrates Courts Not Guilty Anticipated Pleas Team			
	690	53	1940	2371
Magistrates Courts Guilty Anticipated Pleas Team				
857	143	885	4819	

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

- The current workload of the Victim & Witness Care Team (VAWS) continues to increase. Ongoing issues for the team include:
  - Trials being delayed or rescheduled at short notice. This creates extra work for the team having to rearrange attendance leading to dissatisfaction and disengagement from victims and witnesses.

- Recruitment is an ongoing issue. Several posts in the team are temporary and members of the team regularly move onto higher paid and permanent positions in the criminal justice system.
- Lack of communication from agencies on decisions with cases can directly affect the Victim. Often the VAWS Team do not receive the updates from Court/CPS on outcomes to enable them to achieve Victim Code targets and to ensure Victims are aware of the outcome before it is reported in the Media.

## **(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	8	12	10	-33.3%	-20.0%
	Domestic abuse crimes - Risk assessment: High	559	498	515	12.2%	8.4%
	Domestic abuse crimes - Risk assessment: Medium	5617	5296	5020	6.1%	11.9%
	Domestic abuse crimes - Risk assessment: Standard	2791	3139	3060	-11.1%	-8.8%
	Domestic abuse incidents - Risk assessment: High	81	58	79	39.7%	2.5%
	Domestic abuse incidents - Risk assessment: Medium	1947	1948	1905	-0.1%	2.2%
	Domestic abuse incidents - Risk assessment: Standard	3913	4212	4508	-7.1%	-13.2%
	Domestic Violence disclosures (Clare's Law)	816	667	634	22.3%	28.7%
	Child sex offender disclosures	115	93	92	23.7%	25.0%
	SARC - ISVA supported clients	899	820	800	9.6%	12.4%

Table 20: High Risk ASB Non-crimes by district, Domestic abuse crime and incidents by initial risk assessment, DVDs, CSODs and SARC – ISVA supported clients

Table 20 displays the number of Domestic abuse crimes and incidents by most recent risk assessment.

The date range for the Last 12 months was 01/10/2021 – 30/09/2022 unless otherwise stated. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- ASB high-risk cases remains as an agenda item on monthly OPT supervisor meetings. All front-line officers have now received an additional training input from the problem-solving team around the requirement for initial safeguarding to be completed if they are completing a high risk ASB investigation rather than leaving for the OPT to carry out this work later. This reduces risk at the earliest opportunity.
- Volume of Domestic Violence disclosures (DVDs) are increasing, both compared to the previous 12 months and the long-term average. This trend is also seen in Child sex offender disclosures (CSODs). Volumes of both DVDs and CSODs in the last 12 months (12 months ending September 2022) have increased slightly compared to the last reporting period (12 months ending June 2022). This is likely to be a continuing result of the schemes being made available for application online, as well as increasing awareness of both schemes.
- The number of both high and medium risk domestic abuse crimes continues to rise, whilst standard risk crimes have decreased. It is difficult to say exactly why this is, but review has shown that cases are being accurately risk assessed at point of contact.
- The increase in numbers of victims being supported by the ISVA service reflects the increasing number of rape and serious sexual offences being reported to

the police as well as the ongoing court backlogs, meaning that victims require support for longer periods.

- There has been a small reduction in high-risk anti-social behaviour cases (correlating with the general reduction of recorded anti-social behaviour during this period). The numbers are not considered statistically significant. High risk cases can be secondary risk assessed and reduced in risk after work completed by Operational Partnership Teams
- The grading system for medium risk cases, reported upon in last quarter's update, has proven to be an incredibly helpful tool in this quarter to prioritise safeguarding work within the medium risk domestic abuse cases. This has been particularly important during the busy summer period when volumes of work have been high.
- Work has continued to build a series of guides for the various civil orders available to officers and staff based upon best practice.

END.



## **Appendix A Overviews for each section of the report**

### **Improving the provision of entitlements set out in the Victims' Code of Practice**

- The Code of Practice for Victims of Crime (often referred to as VCOP or the Victims Code) is a statutory code that sets out the expectation of the minimum service level a victim should receive from the criminal justice system. In April 2021 a revised edition of the code was launched. The main changes included:
  - Rationalising the code to focus on 12 key areas or rights, for the victim.
  - Allowing the victim to decide the frequency around when they would like updates.
  - Ensuring a rationalisation of contact points so victims know who to speak with about their case.
  - Empowering officers and staff to have more discretion as to when it would be appropriate to record a Victim's Personal Statement (VPS).
  - A greater emphasis on explaining to the victim why a decision was made.
- Its introduction should drive up the standard of victim care offered by the police and other agencies involved in the Criminal Justice process.
- The data presented 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.

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

#### **Overview**

- The Constabulary has a long running investigations improvement plan called "Operation Investigate".
- The work was first originated in 2018/19 when the Constabulary recognised that with changes in the demography and training of front-line police officers aligned to changes in crime demand had left a knowledge and experience gap that needed to be addressed. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) confirmed this issue in their 2018 PEEL inspection of crime data integrity.
- Since its start the work has evolved into a longer-term drive to improve the service to the victim as well as enhance the investigation opportunity at all stages of the process.

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

## **Improving Victim's Experience of the Criminal Justice System and Raise Confidence to Report Crimes**

### Overview

- The Joint Justice Command (JJS) oversees the management of victims and witnesses waiting to attend court.
- 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.
- Each criminal case that goes to court is allocated to a Witness Care Officer (WCO), who will provide those involved with updates.
- If a person is required to give evidence at court, a WCO will provide practical assistance, such as help with transport.
- The team works closely with agencies such as the Crown Prosecution Service, Witness Service, and the Courts, and can refer victims and witnesses to other support options, for example those partners supporting young witnesses or domestic abuse victims.
- The data in the table provides a snapshot of the current workloads being managed by WCO's. Cases are allocated depending on whether, at the first listing in the Magistrates Courts, it is anticipated that the defendant will plead guilty, or not guilty or whether, because of the seriousness of the offence, the case will be heard in the Crown Court.

## **Safeguarding Vulnerable Victims of Crime and ASB**

### Overview

- In this section the Constabulary provides an update around its operational safeguarding procedures and practices that protect vulnerable victims.
- There brief is divided into two sections:
  - An overview from the Safeguarding and Investigations Directorate on their work around protecting victims of serious sexual assault and domestic abuse.
  - An update on how the County Policing Command (uniformed response and Neighbourhood Officers) respond to calls around anti-social behaviour and how they are managed.
- 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.

- The Safeguarding and Investigations Directorate have oversight of the work around protecting victims of serious sexual assault and domestic abuse working closely with uniform colleagues.
- Specialist Officers are based within the Multi-Agency Safeguarding Hub (MASH) where Police and other partners including, Children and Adult Social Care, oversee the risk management plans around victims and offenders.
- The number of domestic abuse cases graded as high or medium risk is on the rise.
- 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.
- Safeguarding work is always completed for high-risk cases on the day the matter is reported to police.
- A final risk grading is a subjective decision based on the experience of the assessor. The range of potential risk within the medium grading, and the volume of such cases, means that it has in the past been difficult to prioritise victims in most need of support within this cohort. In response the Constabulary has developed an automated system to identify cases with the highest number of risk factors that would indicate potential future escalation. This system is now used daily to ensure that resources are allocated to the most pressing cases.
- The 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.
- The Constabulary has created a Civil Orders Working Group to collate knowledge regarding the wide range of orders available to look to guide staff around best practice when advising victims.
- The Sexual Assault Referral Centre (SARC) continues its important work of delivering a service to victims of serious sexual assault from the initial point of contact through potentially to attending court. The service is built around the work of the Independent Sexual Violence Advocates (ISVA). Targeted work has taken place to improve the contact with harder to reach groups working with partners such as the Terrence Higgins Trust and the Norfolk LGBTQ+ Project. The team have also provided training to charities working within the Black Asian Minority Ethnic (BAME) communities.
- The 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.

- The County Policing Command (Safer Neighbourhood Patrol and Local Policing Neighbourhood Officers) respond to calls around anti-social behaviour and oversee how these types of incidents are managed.
- The Constabulary has a documented process map for addressing anti-social behaviour (ASB) to ensure staff have best practice guidance available to them when advising a member of the public.
- All calls to the Police Control Room regarding ASB are recorded and assessed. Those where there is a significant risk will be prioritised for an attendance.
- All reported ASB cases have a secondary risk assessment carried out by the District Operational Partnership Team (OPT) supervisors and the current policy is that any case that remains high risk following this secondary risk assessment requires immediate safeguarding and mitigation of the risk, which is then documented within the investigation enquiry log. It is then allocated within the OPT and managed with assistance from partner agencies and the Local Policing Neighbourhood Team.

<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 –January 2023

**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.

Overviews for each section are provided in appendix A

## 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	383	368	390	4.1%	-1.9%
	Vulnerable Killed/Seriously Injured collisions	182	190	198	-4.2%	-8.3%

Table 21: Killed/Seriously Injured and Vulnerable Killed/Seriously Injured

The date range for the Last 12 months was 01/10/2021 – 30/09/2022 unless otherwise noted. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- There has been a slight decrease in Killed or Seriously Injured collisions (KSIs) when compared to the long-term average and an increase compared to the previous 12 months. There are still decreases in Vulnerable KSIs compared to the previous 12 months and long-term average, but these decreases are smaller than the last reporting period.
- During this quarter the constabulary has taken part in three NPCC led road safety campaigns, with the Commercial Vehicle week from the 18<sup>th</sup> to the 24<sup>th</sup> of July, Drug Driving week 22<sup>nd</sup> to the 28<sup>th</sup> of August and Vulnerable Road Users week 19<sup>th</sup> to the 25<sup>th</sup> of September. During the Commercial Vehicle week, a total of 133 TORs were issued for 149 offences.
- Officers from the Roads and Armed Policing Team along with the Road Casualty Reduction Team have been engaged in two multi-agency days of action during this period, on the 5<sup>th</sup> of August at King's Lynn and the 2<sup>nd</sup> of September at Thetford. During these two days, 75 vehicles were brought into the check sites with 56 of those issued TORs, many of which were for multiple offences. Three arrests were also made – two of which were for drug driving. Only ten vehicles left the sites without any form of action being taken.
- With changes made to the Highway Code earlier this year and moves towards greener transport methods – including e-scooters – the Constabulary continues to educate young people around the dangers of blind spots with larger vehicles. The Young Driver Education Coordinator continues to assist with this delivery in addition to fatal4 education to young people aged 15-19 years delivering 43 sessions to 1,816 students.

#### Update on Fatal 4 enforcement

2022	Driver using Mobile	Seatbelt	Officer detected speeding	Camera detected speeding	All other Traffic Offence Reports (Officer detected)
July	92	91	195	4552	535
August	120	155	223	5841	532
September	106	83	227	5413	467
<b>Total</b>	<b>318</b>	<b>329</b>	<b>645</b>	<b>15806</b>	<b>1534</b>

Table 22 Fatal 4 - Traffic Offence Reports (TORs)

- 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 continuation of high levels of enforcement associated to fatal 4 offences. As with the previous quarter there have been over 300 prosecutions for mobile phone offences, following the changes to legislation at the start of this year. There has also been an increase of camera detected speeding offences compared with the previous quarter – up by over 2,000. It is felt this increase is likely to be due to the warmer weather seeing an increased number of vehicles on Norfolk’s roads, coupled with a return to pre-pandemic levels of traffic.
- The Safety Camera Partnership is progressing software that pulls together collision statistics along with public telematics data and other inputs to dynamically assess the most appropriate speed enforcement sites across the county. This can also be used by uniformed officers to assist with targeted patrols of locations where excess speed is a common factor.

## **(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>	620	648	958	-4.3%	-35.3%
	<b>ASB Nuisance</b>	7,441	7,755	8,952	-4.0%	-16.9%
	<b>ASB Personal</b>	1,992	2,281	3,154	-12.7%	-36.8%
	<b>Burglary Residential</b>	1,320	1,363	1,647	-3.2%	-19.9%
	Solved	110	119	146	-7.6%	-24.7%
	- % solved	8.3%	8.7%	8.8%	-0.4p.p	-0.5p.p
	<b>Vehicle crime</b>	1,778	1,620	1,940	9.8%	-8.4%
	Solved	128	170	187	-24.7%	-31.8%
	- % solved	7.2%	10.5%	9.7%	-3.3p.p	-2.5p.p
	<b>Theft of Vehicle crime</b>	658	553	650	19.0%	1.1%
	Solved	78	69	93	13.0%	-16.5%
	- % solved	11.9%	12.5%	14.3%	-0.6p.p	-2.4p.p
	<b>Theft from Vehicle crime</b>	915	830	1,066	10.2%	-14.2%
	Solved	30	80	73	-62.5%	-59.2%
	- % solved	3.3%	9.6%	7.0%	-6.3p.p	-3.7p.p
	<b>Arson and Criminal Damage</b>	7,270	6,997	7,351	3.3%	-1.1%
	Solved	782	734	872	6.5%	-10.4%
	- % solved	10.8%	10.5%	11.8%	0.3p.p	-1.0p.p
	<b>Robbery</b>	360	321	366	12.1%	-1.7%
	Solved	55	44	53	25.0%	3.5%
	- % solved	15.3%	13.7%	14.5%	1.6p.p	0.8p.p
	<b>Hate crimes</b>	1,352	1,421	1,317	-4.9%	2.7%
	Solved	197	136	167	44.9%	18.0%
- % solved	14.6%	9.6%	12.7%	5.0p.p	1.9p.p	

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

The date range for the Last 12 months was 01/10/2021 – 30/09/2022 unless otherwise noted. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022

- There was an increase in ASB 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. Volumes of all ASB types have decreased in last 12 months compared to previous 12 months and long-term average.
- Operational Partnership Teams, (Police teams working alongside local authority partners) are actively engaged in tackling ASB and specifically focus on repeat victims, locations and offenders. During this period there has been training provided to these teams on the effective use of civil orders which can be used as a preventative tool and may have contributed towards reductions in reported anti-social behaviour.
- Volumes of all Neighbourhood crime reduced prior to the Covid-19 pandemic, and this was most prominent in Residential Burglary. This trend was also apparent nationally. Volumes of Burglary Residential have remained stable since the last reporting period (since the 12 months ending June 2022) and the



last 12 months is still showing decreases compared to the previous 12 months (a decrease of -3.2%) and the long-term average (-19.9%).

- There was also a downward trend in vehicle crime prior to the Covid-19 pandemic and this decrease became more pronounced through 2020. Volumes have been increasing in the last 12 months (9.8% compared to previous 12 months) but is still lower than pre-Covid-19 levels. Volumes in the last 12 months continue to show a decrease compared to the long-term average (-8.4%).
- 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 and volumes in the last 12 months show an increase compared to the previous 12 months (an increase of 3.9%). Volumes of Arson and Criminal Damage are only -1.1% below the long-term average (compared to -3.6% in the last reporting period). Robbery in the last 12 months is showing increases compared to the previous 12 months (an increase of 12.1%) but still shows a slight decrease against the long-term average (a decrease of -1.7%).
- 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-Covid-19 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.
- It is anticipated that hate crime and hate incident reporting will continue to rise particularly as the Constabulary makes progress engaging with harder to reach groups and gaining the confidence of those communities to report incidents to police. The Constabulary are also working alongside County Community Safety Partners to increase third party reporting options including the relaunch of Stop Hate in Norfolk (SHiN) website.

### **(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	172	142	125	21.1%	Not applicable
	Athena investigations tagged for MH team to review	10,263	Data not available	Data not available	Not applicable	Not applicable
	Persons detained under sec 136	500	646	536	-22.6%	-6.7%
	Section 135 warrants executed	64	76	69	-15.8%	-7.2%

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 01/10/2021 – 30/09/2022 unless otherwise noted. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- S136 detentions within the community and the number of S135 warrants executed have been reduced significantly over the past 12 months. The introduction of the Wellbeing hubs and other crisis alternatives such as the Mental Health Joint Response Car have potentially contributed to this. In addition, the training being given to frontline police officers and focus on consultation prior to S136 detentions and crisis alternative pathways available has supported this decrease.
- Mental Health Act Assessments and those detained under the Mental Health Act whilst in police custody have continued to increase over the past 12 months. The constabulary has been collaborating closely with partner agencies via the Urgent and Emergency Care Steering Group to ensure that a bed is located,

and individuals are transferred from custody to hospital for treatment as quickly as possible.

- This quarter has seen the opening of two additional wellbeing hubs in Aylsham and Thetford, both called REST, which complement the REST wellbeing hub in Norwich and the STEAM cafés in Kings Lynn and Gorleston. These hubs are open 7 days a week and run a walk-in service during the daytime and a referral only evening sanctuary service up until midnight each day. They are specifically for individuals experiencing mental health issues and requiring immediate support. The police have a direct referral process for each of the hubs during both daytime and evening services.

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

Continued, new or planned Crime Prevention Initiatives supported by Norfolk Constabulary during this quarter:

- The Night-Time Economy Safety Board is now an established group, meeting every two months. The key focus is to reduce risk and vulnerability within the Norfolk night-time economy, supporting the delivery of our Violence Against Women and Girls (VAWG) Strategy.
- Operation AVERT is an initiative which supports victims of domestic heating fuel theft. Working in partnership with Norfolk Assistance Scheme (NAS), all victims are provided with crime prevention advice and are also offered the opportunity to be referred to NAS who provide emergency support, including financial support.
- Operation Bodyguard Police Support Volunteers (PSVs) continue to provide support and prevention advice to fraud victims to reduce the likelihood of further victimisation. The Norfolk Against Scams Partnership has secured funding from National Trading Standards for several Call Blocker units which the Op Bodyguard PSVs are helping to install when vulnerable victims are identified. The volunteers have also delivered a series of scams awareness talks to community groups in West Norfolk.
- During this quarter, the Community Children and Young People Team has supported Norfolk Fire and Rescue Service to deliver the Crucial Crew multi-agency safety education programme to 756 Year 6 pupils in July and 636 Year 6 pupils in September.
- The Community Policing Team will be spearheading a Safer Spaces deployment strategy in the next quarter in the lead up Christmas and into the New Year.

## **(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	172	184	5.2%	-1.6%
	Special Constabulary hours	44,005	41,575	49,850	5.8%	-11.7%
	Special Constabulary duties	6486	5680	7071	14.2%	-8.3%
	Special Constabulary events	572	341	612	67.7%	-6.5%
	Police support volunteers establishments (monthly average)	118	120	123	-2.7%	-9.9%
	Police support volunteers hours	10513	8047	10,586	30.6%	-0.7%
	Police support volunteers duties	2519	1950	2643	29.2%	-4.7%
	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 01/10/2021 – 30/09/2022 unless otherwise noted. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

Area	Indicator	April 2022 - September 2022
Safer and stronger communities	Cadet establishments (monthly average)	109
	Cadet hours	282
	Cadet duties	111
	Cadet events	36

Table 26: Establishments, hours, duties and events for Cadets

Area	Indicator	Last 12 months
Safer and stronger communities	Community Speed watch - Schemes (current number)	97
	Community Speed watch - Members (current number)	874
	Community Speed watch - Letters issued	16,776

Table 27: Community Speed watch: Schemes, members and letters issued

### Cadets

- A recruitment drive in September saw an uplift in one Cadet unit by ten Cadets. Some Cadets have moved on having reached the age of 18. There was a steady increase in both hours and events from April 2022 as all units became active following the restrictions of the pandemic. There is no cadet activity, however, over the summer holiday period.
- Cadets volunteered and marched at PRIDE Norwich and Kings Lynn and supported several Run/Walks/Bike events for the local community. One unit attended an overnight camp in the Summer and in Great Yarmouth they completed a Beach Clean and Litter Pick. Norfolk Cadets supported an Op Bridges Training Exercise for Senior Officers, and 58 Cadets helped the Fire and Rescue Service with a 'Fire and Acid Attack' Drill at a Nightclub in the City of Norwich. The constabulary's recruitment process has opened, and it has seen an increase of referrals from Children Services and other Targeted Youth Support organisations.
- Future activity includes an increase of social activities and team building over the winter break, reducing the waiting lists to accept more Cadets in each unit and for the Safe to Operate Standards to be reviewed by the National VPC Hub.

### Special Constables

- There has been a small increase in the Special Constabulary establishment in the last 12 months. The number of duties, hours and events that members of the Special Constabulary have completed has also increased compared with the previous 12-month period. The attrition rate to the join as a regular Police Constable remains constant. This is viewed as being positive, with the experience that individuals are gaining as a Special Constable giving them the confidence and drive to become a regular officer.
- Face-to-face recruitment events have received excellent feedback and there are regular dates planned for recruitment events in 2023.
- A new recruitment poster campaign will be launched shortly which includes quotes from existing Special Constabulary officers and a senior regular officer.
- The Special Constabulary provided exceptional support for the policing operation at Sandringham following the death of HM The Queen.

### Police Support Volunteers (PSV)

- Whilst the number of registered Police Support Volunteers has remained constant since the last reporting period, the number of hours and duties that our PSVs have completed has increased significantly.
- Police Support Volunteers have delivered several popular fraud and scams awareness sessions to community groups in the West of the county. We hope to expand this offer to other parts of the county in 2023.

### Community Speed Watch

- The numbers of Community Speed Watch (CSW) volunteers have increased since the last reporting period, with 874 members now registered compared with 838 in the previous quarter. The number of schemes across the county has also increased, from 93 to 97. As a result of the work of these teams there have been 16,776 warning letters sent out to motorists. The work of the CSW schemes continues to guide and assist the safety camera partnership to proactively target speeding issues of public concern.
- The Norfolk Constabulary Community Safety Team is planning for the national November Road Safety week with the intention of as many CSW schemes deploying during this period as possible to maximise the impact and visibility of schemes operating locally.

END.

## Appendix A Overviews for each section of pillar 6

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

#### Overview

- The Constabulary will provide a summary of the police work undertaken to aim to reduce the number of Killed or Seriously Injured (KSI) on the county's road network.
- Data is monitored on KSI and on Vulnerable Road users as a sub-group (vulnerable road users are defined as pedestrians, cyclists, and motorbike/moped riders). Vulnerable road users form a significant percentage of the overall KSI figure.

#### Norfolk Road Safety Partnership

- The Norfolk Road Safety Partnership (NRSP) is a strategic alliance of key partners within the county that work together to support casualty reduction and promote safe use of the roads.
- Recently the NSRP has approved funding bids for the 2022/23 financial year supporting:
  - The Young Driver Education Co-ordinator (YDEC) post – This role focuses on delivering road safety awareness training in schools targeting 15–19-year-olds.
  - Road Casualty Reduction Team (RCRT) – A team of police motorcyclists prioritising work that targets education and enforcement with a focus on the safety of vulnerable road users.
  - Proposals to scope the delivery of 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). Final quarter of this FY.

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

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

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

## **Increasing Volunteering opportunities within the Community to help Policing**

### Overview

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

<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