

## **POLICE ACCOUNTABILITY FORUM**

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

**Wednesday 25<sup>th</sup> November 2020 at 10:30am –  
12:30pm To be conducted via Microsoft Teams  
Video**

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

1.	Attendance and Apologies for Absence	
2.	Declarations of Personal and/or Prejudicial Interests	
3.	To Confirm the Minutes of the Meeting held on 29 <sup>th</sup> September 2020	Page 3
4.	Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'	Page 12
5.	Constabulary Covid-19 Update	Verbal Update
6.	Police and Crime Plan Theme: 'Support Rural Communities'	Page 34
7.	Police and Crime Plan Theme: 'Improve Road Safety'	Page 43
8.	Emergency Services Collaboration Group Update	Verbal Update
9.	Emerging Operational/Organisational Risks	Verbal Update
10.	AOB:	
11.	<p><u>Date of Next Strategic Governance Board Meeting:</u> Tuesday 15<sup>th</sup> December 2020 from 10:00am – 12:00pm</p> <p><u>Date of Next Police Accountability Forum Meeting:</u> Tuesday 26<sup>th</sup> January 2021 from 2:00pm – 4:00pm</p> <p><u>Date of Next Estates Governance Board Meeting:</u> Thursday 11<sup>th</sup> February 2021 from 10:00am – 12:00pm</p>	

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

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

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

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



**MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING  
HELD ON TUESDAY 29<sup>TH</sup> SEPTEMBER 2020 AT 10:30 A.M.  
VIA MICROSOFT TEAMS (VIRTUAL MEETING)**

**1. Attendance:**

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Also in attendance:

Mr S Bailey	Chief Constable, Norfolk Constabulary
Mr N Davison	Assistant Chief Constable, Norfolk Constabulary
Mr P Jasper	Assistant Chief Officer, Norfolk Constabulary
Ms L Cross	Head of Joint Professional Standards, Norfolk Constabulary
Ms N Atter	Corporate News Manager, Norfolk Constabulary
Ms J Penn	Chief Finance Officer, OPCCN
Ms S Lister	Director of Performance and Scrutiny, OPCCN
Dr G Thompson	Director of Policy, Commissioning and Communications, OPCCN
Mr J Stone	Performance and Scrutiny Manager, OPCCN
Mr J Mann	Performance and Scrutiny Assistant, OPCCN

### Apologies for Absence:

Apologies received for:

- Mr M Stokes - Chief Executive, OPCCN
- Mr P Sanford - Deputy Chief Constable, Norfolk Constabulary
- Mr S Megicks - Assistant Chief Constable, Norfolk Constabulary
- Ms J Wvendth - Temporary Assistant Chief Constable, Norfolk Constabulary

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

There were none received.

### **3. To confirm the Minutes of the meeting held on 21<sup>st</sup> July 2020**

The minutes were approved. There were updates for the following actions:

- Action 53 – Constabulary Diversity  
An update was provided to the PCC, he was happy and the action was closed.

### **4. Police and Crime Plan Theme: ‘Good Stewardship of Taxpayers’ Money’**

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

The key points discussed were as follows:

- the ACO set out the budget report and covered highlights of the papers. He stated that the Constabulary was forecast to underspend by approximately half a million pounds at the year end. The Home Office have agreed to fund medical PPE for forces which will help the Constabulary to reduce its use of reserves. The ACO highlighted that savings have been made from the Constabulary’s motor insurance contract which included telematics and dashcams alongside the driver programme. There was £15m expenditure for the Capital Programme, which was largely due to the Broadland Police Station developments and the PCC was briefed on these processes
- the PCC asked if there had been a loss of Constabulary income since the pandemic started. The ACO advised that the Constabulary had lost approximately half a million pounds from the Driver Offending Scheme and other income-based projects; however, he was looking to recover costs through claims. The PCC queried how many fixed-term contracts the Constabulary employed. The ACO stated that there were not many and added that he had asked all department heads to look at where they could reduce spending. The Chief Constable advised that he aimed to reduce redundancies to zero, but he was dealing with many challenges and savings would have to come from back office functions. The Chief Constable stated that he looked at worst case scenario plans due to the Constabulary facing a budget deficit of £7.5m. He added that metaphorically the Constabulary had one hand tied behind their backs due to the government pledging for all police forces to increase the number of police officers they recruit over the next three years. This meant that reverse civilisation would occur within the Constabulary, even though the Chief Constable stated that he did not want this, but Unison understood the position the Constabulary was currently in. There is a current hold on recruitment of police staff unless the post is business critical
- the Chief Constable stated that previously the Constabulary had looked at savings through the reduction of police officers and the addition of police staff; however, in the current climate this was not a possibility. The Chief Constable added that other forces may be able to reduce their PCSO numbers in order to

make savings, which was something that Norfolk Constabulary could not do. Norfolk Constabulary's officer numbers have been inflated as a result of this, but the Chief Constable stated that this makes it harder for him to make savings in the current climate. The PCC queried if the total cost of the additional officers was coming from Central Government. The Chief Constable stated that there were costs above and beyond officers that were needed, including recruitment, finance and HR to support the recruitment process

- the PCC questioned if natural attrition or leaving some vacancies could be a way to save money. The Chief Constable stated that he could not do this and added that the full funding for the uplift element only covered the first year and would not cover years two and three completely as the latter two years funding would only cover police officers and not police staff. The Chief Constable stated that conversations regarding the police precept will have to occur, but if the Constabulary did not bridge its funding gap then police officers would have to be taken off the streets and be used to fill back office functions. The PCC stated that the taxpayer should not be expected to subsidise this and there would be an expectation for local government to fund this if this was the case
- the PCC queried if the Chief Constable was happy with his decision to remove the PCSO post to fund officer posts or whether with hindsight he would change what has been done. The Chief Constable stated that he would not change his decision and added that proactive work had been completed by Neighbourhood Beat Managers and the Operation Moonshot team. The PCC congratulated the Constabulary on their appearance on Channel 5 for the new TV series they are involved in. The Chief Constable stated that he was proud of the team and they gave credit to the organisation
- the ACO gave a summary of the estates paper in the report, stated the Broadland Police Station is included in this and outlines areas of work the Constabulary were undertaking. The PCC asked what the growing impact of flexible working was having on the police estate. The Chief Constable stated that the Constabulary has shown it can be efficient and effective with flexible working patterns. Sickiness rates have been at low levels, a review of the estates programme was ongoing and a recommendation will be provided to the PCC after the review had concluded. The PCC queried if the works on the first four classrooms at Hethersett Old Hall School had been completed and will open soon. The Chief Constable agreed and stated that that the first students will take occupancy in two weeks-time
- the PCC queried the table on page 28 of the report which showed public satisfaction rates and asked why they had gone down by such a significant amount. The Chief Constable stated that this was disappointing; however, should keep in mind that Norfolk Constabulary is still ranked joint fifth nationally in this area. He added that this didn't make it right, but the figure was dropping nationally so this was not just an issue for Norfolk. The Chief Constable outlined the perceptions survey the Constabulary completed and highlighted that out of four thousand people, 89% thought that the Constabulary was doing a good job. The PCC asked if the survey extended to the use of the 101 line. The Chief Constable stated a significant amount of data was being dealt with through Operation Solve and the PCC will be informed when this was concluded. The

Chief Constable added that there were three different surveys that would allow a wide collation of data to be available

- the PCC questioned if a satisfaction rating survey type system could be implemented after a 101 call to gain the caller's feedback on the quality of their experience. The Chief Constable stated that it was a good idea in principle but would have a cost implication and could cause problems in relation to the speed of the system. He added that he could take a look into the feasibility of the system and the cost implications and come back to the PCC. **ACTION 54 – The Chief Constable to look into the provision of a satisfaction survey at the end of 101 calls and provide findings to the PCC.** The Chief Constable stated that new switchboard arrangements in the Control Room will be established by December which will improve the Constabulary's ability to deal with 101 calls

## 5. Constabulary Covid-19 Update

The Chief Constable spoke to the agenda item.

The key points discussed were as follows:

- the PCC questioned if the new restrictions from the government on Covid-19 had an effect on policing in Norfolk. The Chief Constable stated that Norfolk Constabulary was into month six of the restrictions, the response has been good and the majority of the public have been supportive. There had been concerns relating to second home-owners but these have been dealt with well. The Chief Constable added that the Constabulary had adopted the policy of engagement and education before any enforcement takes place in relation to restrictions. He stated that Norfolk was lower in cases of Covid-19 infections than most other counties and was the lowest in the East Region, there had not been many fines issued for breaking restrictions and there was a command structure in place to minimise the risk of illness across Chief Officers in the Constabulary. The Chief Constable stated that partnership work was ongoing and working well, risks have been identified for the coming months and the Constabulary had a good link to the National Emergencies Trust
- the Chief Constable stated that he was doing everything he could to ensure security in relation to Covid-19. He encouraged staff to work from home where possible and was working to ensure the Constabulary was in the best place it could be to deal with a second wave of the virus. There had been some issues, such as with raves in Thetford Forest where police had to deal with around 500 people, but for the most part the Chief Constable was pleased with how the response had been conducted so far. The PCC queried if any fines had been issued during the recent protests in Norwich. The Chief Constable stated that two individuals received fines for the organisation of the protests
- the PCC questioned if the Chief Constable welcomed neighbours reporting the violation of more than six in a household rule imposed by the Government. The Chief Constable stated that it had been policed well by officers and the

communities of Norfolk have been mostly sensible and have respected the guidelines. He added that the Constabulary was receiving a few calls in regards to neighbours reporting a gathering of seven or more people, but the Constabulary's priority remains targeting hidden crimes. The Chief Constable explained that he had organised the command structure on a rota basis to be prepared for the second wave and would continue to educate the public regarding the rules

## **6. Increase Visible Policing**

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

The key points discussed were as follows:

- the ACC outlined the three-year national plan to uplift the number of police officers announced by the Home Office and added that the allocation of police officer numbers for years two and three have not yet been released. The Home Office is working with all police forces to track numbers of officers and help deal with challenges relating to the uplift. Norfolk Constabulary are on target to be at an over-establishment of 1,772 officers by March next year. The ACC stated that the Constabulary currently had 673 applications in the system being processed and the Constabulary was tracking diversity during the recruitment processes. The Constabulary Positive Action Recruitment Advisor will support BAME candidates during the process of recruiting the additional 67 officers during the uplift programme. The introduction of the Police Education Qualifications Framework (PEQF) is being managed by the Deputy Chief Constable across Norfolk and Suffolk and will be implemented in January 2022. This will see a staff uplift as a result of the first years increase across multiple departments in the Constabulary
- the ACC stated that the Constabulary recognised the challenges Organised Crime Groups posed but reassured that the Constabulary was investing resources to tackle them. Operation Moonshot completed fantastic work in targeting criminals on roads and dealing with crimes in other areas, Operation Solve was an investment to ensure efficiency and effectiveness of the work done by the Constabulary and improvements in the Control Room will see a positive outcome to the way 101 calls are dealt with. The PCC asked how many new officers will be out on the street. The ACC stated that he needed to review where the threat was and even if the officers are not visible on the street they will be dealing with frontline crimes keeping the community safe. The PCC queried how many Beat Managers there were. The ACC confirmed that there were 100 and, in addition to this, 14 Neighbourhood Policing Sergeants
- the PCC asked if prevention was better than cure for policing. The ACC agreed and stated that he understood what roles can prevent crime and added that a balance was needed to ensure efficiency. He explained that all roles help to

prevent crime in some way and the Constabulary recognises the value of being visible in communities. The PCC stated that he understood the impact of crimes such as domestic abuse and child sexual abuse, but asked if the community at large experienced crimes like anti-social behaviour, street drinking and drugs more often, and therefore if visible policing could help prevent these types of crimes. The ACC stated that there was academic evidence to show that a uniformed presence in an area will reduce those types of crimes, but added that intelligence was needed to be effective in policing. The ACC advised that there needed to be a balance between being visible and targeting hidden crimes as these types of crimes have a huge impact on victims. There was a need for detectives who are not in uniform and intelligence officers in back office roles

- the Chief Constable added that there was a risk that the Constabulary may need to reduce the number of officers in visible roles due to financial implications. He added that there had been seven years of austerity and this would be the hardest year for the Constabulary financially, and therefore, would be faced with challenging proposals. The PCC stated that a balance between public health, mental health, social and economic factors alongside the wider context of the pandemic needed to be had. The Constabulary would have to ensure efficiency and effectiveness, but if money was an issue something will have to give. The PCC advised that the Constabulary should communicate the necessity of new investigative buildings to the public to explain why these are operationally necessary. The Chief Constable understood and explained that it would be wrong to mislead the PCC by stating that more officers would be put on the beat
- the PCC asked if the investment in prevention would produce savings in the long term and if the Constabulary was able to recruit based on specialist skills from applications. The ACC stated that the Constabulary has to follow employment laws but people with specialist skill sets would be taken into consideration. He explained that the Constabulary could not give any preferential treatment to applications but skills would be taken into consideration. The PCC asked what the percentage of candidates from BAME communities was. The ACC stated that he did not have this data to hand and would have to come back to the PCC. **ACTION 55 – A written submission is to be provided to the PCC on the ethnicity of all Constabulary officer and staff candidates and new recruits**
- the ACC explained that ethnicity splits can be different depending on how you categorise the different data sets. He added that until we get the next census data he would not know the exact ethnicity breakdown of Norfolk, but the last data indicated that it was around a breakdown of 3.5% BAME population. The Deputy Chief Constable was working on the Equality and Diversity Strategy and has developed a plan for the Constabulary workforce. The ACC added that the Constabulary often visit other forces to draw on best practice and use this to implement into Norfolk's strategies. The Constabulary works with the Ethnic Minority Police Association and within schools and colleges to encourage young people to consider a career in policing. The PCC asked what the most senior posts in Norfolk Constabulary that have BAME and female individuals were. The ACC stated that Temporary Assistant Chief Constable Julie Wvendlth



was a female officer in her role, there was a Chief Superintendent who was female and there was a BAME Inspector in the organisation

## **7. Prevent Offending**

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

The key points discussed were as follows:

- the PCC questioned what impact the difficulties experienced in increased case loads in courts had on the Constabulary. The Chief Constable stated that virtual courts were established, but highlighted that there was a significant amount of cases that were backlogged in the court systems which would take a while to clear; however, priority was given for certain areas such as custody, urgent applications and vulnerable victims. The PCC queried if there was a consideration for virtual courts. The Chief Constable stated that he was looking to integrate the old and new systems so the Constabulary did not lose investment and benefits
- the PCC stated that there was a table in the report that showed an increase in Domestic Abuse, online crime and rural crime and asked if the Constabulary had increased its capacity to deal with these crime types. The Chief Constable stated that the Constabulary had invested in digital investigators who are focusing their attention on rape and serious crimes. He added that there were less than two rural crimes a day, there was more recorded crimes and so there needed to be some context with these increases

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

The Head of the Professional Standards Department (PSD) presented the report, which outlined the Constabulary's progress on the Professional Standards Department Complaints Update.

The key points discussed were as follows:

- the report relates to complaints, misconduct and Professional Standards information for the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020. The Head of PSD stated that all dissatisfaction related incidents were now being dealt with under the new regulations and complaints could now be made regarding the service provided by the police rather than against an individual officer. She added that in order to ensure good customer service is being provided, officers are encouraged to reflect and provide local resolution with complainants. Changes to legislation replaced the right of appeal with a right to apply for a review of the outcome and responsibility sits with the local policing body

- the Head of PSD stated that as a result of the changes to the regulations, complaints had risen by 25% compared to previous year period and allegations have increased, but this was not unexpected due to these changes in recording standards. Complaints data will be submitted to the Independent Office for Police Conduct (IOPC) and when all data comes back then Norfolk's data can be compared to its Most Similar Forces. The Head of PSD mentioned that the Constabulary is working with its Operation Solve team to help reduce complaint numbers as time goes on. The PCC queried if this was resource rich for the Constabulary to deal with a change of regulations. The Head of PSD stated that this was the case, but the department had adequate staff to deal with the workload. The Director of Performance and Scrutiny in the OPCCN added that the OPCCN and PSD are working closely in regards to complaints and allegations handling
- The Head of PSD stated that she expected IOPC guidance to be released regarding timeliness for dealing with and logging complaints. Some issues received in force are handled through service recovery and low-level matters such as not being kept up to date with a case can be easily resolved through conversations with an officer. The Head of PSD added that there have been 40 internal conduct cases in this time frame out of 2,700 staff and officers. Lessons had been learnt, the organisation has looked at where behaviours could be put right and the Constabulary's 'Learning Times' bulletins have highlighted certain areas in order to share learnings and offer advice to officers and staff

## **9. Emergency Services Collaboration Update**

- the Chief Constable stated that collaboration was progressing steadily. There was a business case in relation to community safety that was looking into collaborative opportunities and this was progressing. The Chief Constable added that workstreams for the Hethersett Old Hall School estate were on track, and added that a paper will be tabled at the Strategic Governance Board in relation to the arrangement for payments at the collaborative estates with Norfolk Fire and Rescue Services

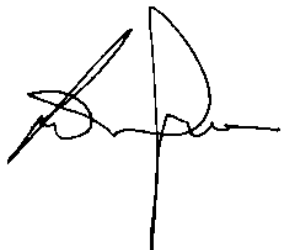
## **10. Emerging Operational / Organisational Risks**

The Chief Constable outlined the emerging operational and organisational risks to the Constabulary, and gave updates on current processes.

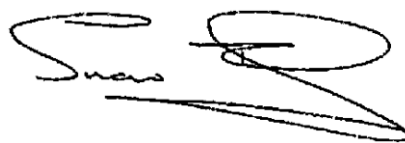
- the Chief Constable stated that the Constabulary's budget was the highest risk area and would need to work on how he would bridge the budget deficit. The ACO stated that there was a challenge panel in October to look at all scenario plans and will present findings to the Chief Officers in early November and then findings presented to the PCC

**11. Date of Next Meeting:**

Wednesday 25<sup>th</sup> November 2020 at 10:30am (venue TBC).

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.....  
Lorne Green  
Police and Crime Commissioner

A handwritten signature in black ink, appearing to be 'Simon Bailey', with a large, stylized 'S' and 'B'.

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Simon Bailey  
Chief Constable

**ORIGINATOR:** Assistant Chief Officer Peter Jasper

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** Police Accountability Forum – 25 November 2020

**SUBJECT:** Police and Crime Plan: Good Stewardship of Taxpayers' Money

**SUMMARY:**

This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.

1. The report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for the current year 2020/21.
2. A high-level update on the Estates Programme is included.
3. The Performance Metrics for Good Stewardship of Taxpayers' Money are also included.

**RECOMMENDATIONS:**

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

**ORIGINATOR:** Assistant Chief Officer

**REASON FOR SUBMISSION:** For Discussion

**SUBMITTED TO:** Police Accountability Forum

**SUBJECT:** Budget Monitoring Report 2020/21  
(based on period to 30 September 2020)

**SUMMARY:**

1. This report provides a high-level financial overview of the Group Revenue and Capital Budgets for the current year, 2020/21.
2. The Commissioner approved the total revenue budget and capital programme for 2020/21 in February 2020 and this report forecasts income and expenditure to the end of the year (outturn) based on the position at the end of September 2020.
3. Since the budget was approved, the UK has been hit by the Covid-19 (C19) pandemic, with lockdown conditions being put into place at the end of March 2020. This has impacted on the way the OPCC and Constabulary have had to conduct their business, and has also had an impact on the financial picture of the Group. Confirmation has recently been received in relation to reimbursement of medical grade Personal Protective Equipment (PPE) and compensation for loss of income as a result of COVID-19.
4. The pandemic coupled with lockdown conditions is resulting in the UK entering into a period of recession, and this will create economic challenges that the Government will need to respond to. This presents a risk in terms of funding settlements to policing for 2021/22 and beyond. The in-year review of savings previously reported has resulted in the identification of underspends of £1.493m, £0.890m of which has been transferred to the Revenue Contribution to Capital Outlay (RCCO) in order to reduce the impact on the borrowing requirement.

5. The Constabulary is forecasting a revenue underspend of £0.531m.

**RECOMMENDATIONS:**

It is recommended that the PCC notes the contents of this report.

## DETAIL OF THE SUBMISSION

### 1. OVERVIEW

- 1.1 Based on the position as at 30 September 2020, the Constabulary Revenue Budget is forecast to underspend by £0.531m.
- 1.2 As a result of the Covid-19 (C19) pandemic, there has been an impact on the financial position. Regular reports are provided to Chief Officers and OPCC, as well as to the Home Office. Confirmation has recently been received in relation to reimbursement of medical grade Personal Protective Equipment (PPE) and compensation for loss of income as a result of COVID-19.
- 1.3 In order to support all constabularies in terms of liquidity, the Home Office will continue to allocate the Uplift grant in monthly instalments for the rest of the year.
- 1.4 The high-level summary at month 6 is as follows:

	<b>Budget 2020/21 £000</b>	<b>Full Year Forecast £000</b>	<b>Over(-)/Under spend</b>	
			<b>£000</b>	<b>%</b>
Chief Constable Operational Spending	189,900	189,369	531	0.28%
Transfer from Reserves	(3,683)	(3,683)	0	0.00%
<b>Chief Constable Operational Spending (net)</b>	<b>186,217</b>	<b>185,686</b>	<b>531</b>	<b>0.28%</b>

### 2. CONSTABULARY REVENUE BUDGET (including capital financing)

- 2.1 The Constabulary Revenue Budget is forecast to be under-spent by £0.531m at the year-end. The main variances are explained below and provided in the following table:

	<b>Budget 2020/21 £000</b>	<b>Full Year Forecast £000</b>	<b>Over (-) / Under Spend £000</b>
Pay Related Costs	149,351	149,247	104
Other Employee Costs	1,629	1,623	5
Property Related Costs	16,126	16,113	13
Transport	3,553	3,277	276
Supplies and Services	14,450	14,709	(258)
Third party payments	3,716	3,807	(91)
Capital Financing	9,644	9,344	300
Corporate	3,399	2,999	400
Income	(11,968)	(11,750)	(218)
<b>Total</b>	<b>189,900</b>	<b>189,369</b>	<b>531</b>

## **2.2 Pay Related Costs**

2.3 The overall forecast underspend of £0.104m includes offsetting variances relating to officer and staff pay. An overspend of £0.500m is forecast within officer pay, relating to the planned uplift of officers in respect of meeting Norfolk's share of the increased national recruitment of 20,000 police officers announced by central government.

2.4 The workforce planning assumptions assume a net increase of 54 officers for this financial year, with strength at 1664 by year end, 39 FTE above the Uplift target. This level of recruitment is required to ensure the Uplift target is met in 2021/22. This is because there will be a three-month training gap in 2021/22 (and therefore no new officer intakes during this period) due to time needed to get ready for the introduction of the new Police Education Qualifications Framework (PEQF).

2.5 An underspend of £0.800m is forecast within staff pay as a result of existing vacancies together with anticipated delays in recruitment as a result of the C19 pandemic.

2.6 An overspend of £0.196m is forecast within police officer overtime, primarily relating to Safeguarding and Investigations, offset by underspends in Protective Services.

## **2.7 Transport Related Costs**

The forecast underspend of £0.276m relates to lower than budgeted expenditure within fuel and travel expenses. This is in addition to amount identified within the in-year review of savings to help mitigate funding risks going into 2021/22 as outlined in para 3.3.

## **2.8 Supplies and Services Costs**

The forecast overspend of £0.258m primarily relates to additional expenditure within insurance employer and public liability costs, partially offset by an underspend in Forensic Medical Examiner contractual costs.

2.9 This forecast includes the additional costs incurred locally on Personal Protective Equipment (PPE). These costs are captured and reported on a monthly basis to Covid Gold and Silver Commanders and OPCC. These costs are also included within the monthly return to the Home Office. Costs incurred in relation to medical grade PPE have been reimbursed and this is recognised within forecast income.

## **2.10 Capital Financing**

The forecast underspend of £0.300m relates to lower interest paid than budgeted, as a consequence of delays in borrowing requirements for capital projects.

## **2.11 Corporate budgets**

The forecast underspend of £0.400m is as a result of the in year savings exercise, as previously reported.



## 2.12 **Income**

The forecast shortfall of £0.218m includes an assumed loss of income of £0.303m relating to fees and charges and lower investment interest than budgeted. This is offset by additional income of £0.085m as a result of training provided to officers from other forces.

The income loss recovery scheme was published by the Home Office in October, in order to compensate for irrecoverable and unavoidable losses from sales, fees and charges income generated in the delivery of services in the financial year 2020/21. A return has been submitted to the Home Office meeting the principles and parameters set out in the guidance. The largest proportion of the income loss relates to speed awareness courses and court income. The reimbursement relating to the loss of income and the purchase of medical grade PPE is captured within the forecast.

## 3. **Savings**

- 3.1 The total planned savings requirement for 2020/21 as set in the Medium Term Financial Plan approved in February 2020 is £1.332m with budgets having been reduced in line with the agreed savings profiles set out in the MTFP. As a result of in-year decisions, a shortfall of £0.054m is forecast against this target. However, departmental savings of £0.563m have been taken to the centre providing a net benefit of £0.509m.
- 3.2 As a result of C19 and the potential impact this may have on the economy and future uncertainty regarding police funding, an in-year review of potential additional non-pay savings has been undertaken. In respect of the in-year non-pay savings outlined above, elements of these underspending budgets have been taken back into the corporate centre and proposals for value for money re-use of these budgets have been considered.
- 3.3 As reported last month, the £0.890m of these funds to contribute to the revenue funding of the 2020/21 estates programme and therefore reduce the borrowing requirement in future years. Therefore, a virement has been made to increase the Revenue Contribution to Capital Outlay (RCCO) budget by this value. This is a prudent course of action. In addition, this fits in with the government's funding strategy of reducing the capital grant to minimal levels, and increasing the revenue grant to enable maximum flexibility for funding either revenue or capital spending from the main grant. Any further flexibility to increase the RCCO contribution further will be monitored throughout the year.
- 3.4 Norfolk is a member of the South East and Eastern Region Insurance Consortium (SEERPIC) that consists of 10 forces. Due to the hardening of the blue-light market in respect of Motor Insurance, premiums increased significantly 2 years ago. Following investment in telematics and dashcams, and in skills recording, and the development of stronger risk management processes, the 10 forces are concluding a negotiation with the insurers that will result in a significant saving on premium that will start from the 1st October 2020, and will realise nearly £66k saving in this financial year.

#### 4. TRANSFER FROM RESERVES

- 4.1 The budgeted transfer from reserves of £3.683m includes £3.460m capital programme funding, £0.175m contribution to the seven force collaboration team costs and £0.048m relating to a national portfolio carry forward.

#### 5. CAPITAL PROGRAMME

- 5.1 The current total approved Capital Programme is £24.116m including slippage from 2019/20 of £11.063m and the transfer of £1.732m and £0.632m to Table A in respect of the Norfolk Learning Centre and joint projects.
- 5.2 The current forecast expenditure at year-end is £13.438m. The underspend of £10.678m relates to the slippage of Estates and Digital Asset Management schemes.

	<b>Original Budget £m</b>	<b>Changes to be approved £m</b>	<b>Revised Budget £m</b>	<b>Forecast £m</b>	<b>Variance £m</b>
Slippage from 2019/20	11.063	0	11.063		
Table A – schemes approved for immediate start 1 April 2020	13.053	0	13.053		
<b>Total Capital Programme</b>	<b>24.116</b>	<b>0</b>	<b>24.116</b>	<b>13.438</b>	<b>10.678</b>
Table B – schemes requiring a business case or further report to PCC(s) for approval	2.132	0	2.005		
Table C – Longer term, provisional schemes requiring further reports	0	0	0		
<b>Total</b>	<b>26.248</b>	<b>0</b>	<b>26.248</b>		

**Corporate Monitoring Report at 30th September 2020  
NORFOLK CONSTABULARY**

**FULL SUMMARY OF INCOME AND EXPENDITURE**

	<b>Budget 2020/21</b>	<b>Actual Year to Date</b>	<b>Forecast Outturn</b>	<b>(Over)/Under spend</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Pay and Employment Costs	149,351	73,066	149,247	104
Other Employee Costs	1,629	384	1,623	5
Property Related	16,126	7,955	16,113	13
Transport Related	3,553	1,430	3,277	276
Supplies and Service	14,450	7,870	14,709	(258)
Third Party Payments	3,716	537	3,807	(91)
Capital Financing	9,644	370	9,344	300
Contingencies	3,399	0	2,999	400
<b>TOTAL EXPENDITURE</b>	<b>201,868</b>	<b>91,612</b>	<b>201,119</b>	<b>749</b>
Grant, Trading and Reimb Income	(11,968)	(2,604)	(11,750)	(218)
<b>TOTAL INCOME</b>	<b>(11,968)</b>	<b>(2,604)</b>	<b>(11,750)</b>	<b>(218)</b>
<b>NET INCOME/EXPENDITURE</b>	<b>189,900</b>	<b>89,008</b>	<b>189,369</b>	<b>531</b>

**FINANCIAL IMPLICATIONS:**

As per the report.

**OTHER IMPLICATIONS AND RISKS:**

There are no other implications or risks.



**ORIGINATOR:** Head of Estates.

**REASON FOR SUBMISSION:** For Information.

**SUBMITTED TO:** Police Accountability Forum – 25th November 2020.

**SUBJECT:** Estates Update.

**SUMMARY:**

This paper updates the Police and Crime Commissioner for Norfolk (PCC) on the latest position with the impact of COVID-19 on estates and facilities services and the status of Norfolk 2020 estates strategy projects.

**RECOMMENDATION:**

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

## KEY ISSUES FOR CONSIDERATION.

### 1. BACKGROUND:

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

### 1.2 COVID-19 IMPACT:

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

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

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

#### 1.6 Estates Unit Services:

*Major Construction Projects* - Contractors have re-opened major construction sites. Work has re-started at Swaffham Police Station, Hethersett Old Hall and Holt Fire Station.

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

*Minor Works and accommodation moves* – we have undertaken COVID-19 social distancing moves only.

*Statutory Servicing* – Normal services have been maintained.

#### 1.7 Facilities & PFI Services:

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

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

*Catering* – Our catering service via Interserve at Wymondham OCC is running on a reduced takeaway service basis, but emergency catering is still available.

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

**2.0 ESTATES STRATEGY – NORFOLK 2020 UPDATE:**

2.1 Following the last meeting the Norfolk 2020 related Estates projects are updated as follows:

**2.2 NORFOLK 2020 – INVESTIGATION HUB PROJECTS:**

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

2.4 The Estates Department has finalised work around land purchase and police station design for a new site at Broadland Gate Business Park, located to the east of Norwich. The new site will provide the eastern investigations hub, as well as providing capacity for other teams in order to enable the reduction of a number of other premises. The site will be known as Broadland Police Station.

2.5 Legal exchange has taken place with Broadland Gate Land Limited (as land owner) to move forward with the land purchase, which has been subject to the PCC obtaining satisfactory planning permission.

2.6 Planning Permission has now been granted by Broadland District Council for the new police station on 11<sup>th</sup> September 2020.

2.7 The land purchase is planned to be legally completed on 11<sup>th</sup> November 2020. The next steps will be to review the final designs and place the proposed build out to open market tender. The process for going out to tender, and approving an award for the construction contract will be subject to ongoing gateway reviews as agreed with the PCC.

2.8 It is estimated that the new Broadland Police Station could be completed by August 2022.

**2.9 ACLE:**

2.10 It is planned to relocate services to the new Broadland Police Station (subject to the ongoing Gateway Reviews agreed with the PCC) and share facilities at Acle Fire Station to maintain a local Beat Manager presence and police visibility in Acle.

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

**2.12 SPROWSTON:**

2.13 It is planned to relocate services to the new Broadland Police Station (subject to the ongoing Gateway Reviews as agreed with the PCC).

2.14 As of 1<sup>st</sup> March 2018, the existing Sprowston Police Station has been designated as an '*asset of community value*' and a restriction has been placed against the registered property ownership title at the Land Registry. This will provide a future

opportunity for the community to have the first right to purchase the site, but this will still be at market value.

- 2.15 Chaplin Farrant architects have completed plans for an outline planning application for residential use, in preparation for the future disposal and obtaining the best value in the event of a community sale, of the existing Sprowston Police Station site located on Wroxham Road.
- 2.16 WEST HUB – SWAFFHAM POLICE STATION:
- 2.17 The PCC previously approved the purchase of a new site at the Eco-Tec Business Park, Swaffham. The purchase of the new site behind Waitrose Supermarket was legally completed on 5<sup>th</sup> April 2019.
- 2.18 Chaplin Farrant architects of Norwich completed the design of the new Swaffham Police Station and West Norfolk investigation hub. Breckland District Council granted planning permission for the new police station on 13<sup>th</sup> February 2019.
- 2.19 Following public tender Pentaco Construction was appointed to build the new Swaffham Police Station. Pentaco Construction has been on site since the end of September 2019 and following a COVID-19 delay, the planned full completion of the build is 23<sup>rd</sup> November 2020. Various police units will move into the site and premises over a period of two months from the completion date.
- 2.20 The existing Swaffham Police Station site on Westacre Road is planned to be sold. An outline planning application for residential use is being prepared for the PCC's approval and later submission.

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

- 3.1 HOLT:
- 3.1.1 The PCC previously approved a move to new premises at Holt Fire Station.
- 3.1.2 Norfolk County Council has approved the proposals and North Norfolk District Council approved the proposed minor works to provide a new police station extension on the fire station building via the grant of planning permission on 14<sup>th</sup> September 2018. The new accommodation will cater for 4 police office report desks and 12 police lockers and equipment, so remains flexible for the future.
- 3.1.3 Following public tender, building contractor T.Gill & Son (Norwich) Limited were appointed to undertake the works to Holt Fire Station site from 29<sup>th</sup> April 2019. On 21<sup>st</sup> June 2019 T. Gill & Son (Norwich) Limited went into administration, closing the site and not returning to continue with the project. The remaining works were then retendered. BMA Construction Ltd were appointed on 6<sup>th</sup> January 2020. Their contract was terminated on 5<sup>th</sup> June 2020.
- 3.1.4 Fisher Bullen Builders of Fakenham (Part of RG Carter Group) have now been appointed to finalise the building work between 2<sup>nd</sup> November 2020 to 21<sup>st</sup> January 2021.



3.1.5 Outline planning permission has now been granted by North Norfolk District Council on 30<sup>th</sup> July 2019 for the demolition of the old police station buildings and the erection of 8 new dwellings. The existing police station site will be placed on the open market for sale once the police works at the neighbouring fire station have been completed.

3.2 REEPHAM:

3.2.1 The PCC previously approved a move to new premises at Reepham Fire Station.

3.2.2 Norfolk County Council has approved the proposals and Broadland District Council approved the proposed minor works to provide a new police report room extension on the fire station building via the grant of planning permission on 13<sup>th</sup> July 2018.

3.2.3 Following public tender, building contractor T.Gill & Son (Norwich) Limited were appointed to undertake the works to Reepham Fire Station site from 29<sup>th</sup> April 2019. On 21<sup>st</sup> June 2019 T. Gill & Son (Norwich) Limited went into administration, closing the site and not returning to continue with the project.

The remaining works were retendered, together with the Holt Police Station works as outlined above. BMA Construction Ltd had started on site on 6<sup>th</sup> January 2020 and have finished the works.

3.2.4 The Reepham Fire Station police accommodation is now operational and the old Reepham market place police station is being decommissioned in readiness to be handed back to the landlord.

3.3 ATTLEBOROUGH:

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

**4.0 NORFOLK 2020 - SURPLUS SITES:**

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

4.2 CAISTER ON SEA:

4.2.1 Great Yarmouth Borough Council has previously granted planning permission on 7<sup>th</sup> August 2019 for the future residential re-development of the site for five dwellings.

4.2.2 The site has been marketed for sale via our estate's consultancy contract with NPS Group. An offer has been accepted by the PCC and the sale is now in the hands of solicitors.

#### 4.3 NORTH LYNN:

- 4.3.1 Chaplin Farrant architects of Norwich have completed practical investigations of the site and have consulted further with the Borough Council of King's Lynn and West Norfolk planners. Current proposals are for four 3-bed and two 2-bed dwellings to be provided on the site.
- 4.3.2 The Head of Estates has consulted with both the Borough Council of King's Lynn and West Norfolk and Freebridge Housing Association, who are the owners of the neighbouring residential estate in advance of taking the site to market in the near future.

#### 4.4 TUCKSWOOD – NORWICH:

- 4.4.1 Chaplin Farrant architects of Norwich previously undertook practical investigations of the site and submitted a residential outline planning application to Norwich City Council.
- 4.4.2 Following further feedback from the planners, the application is for a change of use to residential for the former police house and police beat box and the addition of a further detached house.
- 4.4.3 Due to the neighbouring Norwich City Council sites, the Head of Estates has consulted with Norwich City Council regarding the future disposal of the site.
- 4.4.4 The grant of planning permission for 3 dwellings on the site was granted by Norwich City Council on 26<sup>th</sup> September 2019 and the site will shortly be taken forward to open market sale.

#### 4.5 BOWTHORPE – NORWICH:

- 4.5.1 Norwich City Council had previously granted outline planning approval for the development of two dwellings on the site following a decision granted on 3<sup>rd</sup> April 2019.
- 4.5.2 The site was placed for sale on the open market via our estates consultancy contract with NPS Group. The sale of the site was completed on 31<sup>st</sup> July 2020 to Teddy Clarke Ltd, obtaining a capital receipt of £225K + VAT.

#### 4.6 TRAINING ACCOMMODATION:

- 4.6.1 We continue to undertake refurbishment work at the former Hethersett Old Hall School to provide new police training classrooms and other accommodation to support both the planned increase in Police Officer numbers under Operation Uplift and the changes to training under the proposed Policing Education Qualifications Framework (PEQF).
- 4.6.2 The first phase of four classrooms has opened. Tutor offices, meeting space and scenario rooms will open by December 2020 and eight further classrooms, sports hall and driving school facilities will be fully open by March 2021.

- 4.6.2 This will also provide the opportunity to better review the potential to share facilities with other Forces, Norfolk Fire & Rescue Service and other one public estate and third sector partners.
- 4.6.4 Future options and recommendations that are '*commercial in confidence*' will be reported to the PCC's Estates Board in the first instance.

## **5.0 FINANCIAL IMPLICATIONS:**

- 5.1 As stated in the report.

## **6.0 OTHER IMPLICATIONS AND RISKS:**

- 6.1 As stated in the report.

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

		COUNTY			
Area	Indicator	Last 12 months	Long term average	Difference	
Good Stewardship of Taxpayers' Money	% Emergencies in target	89.8%	89.5%	+0.3 p.pt	
	% of 999s answered within 10 seconds	90.8%	89.9%	+0.9 p.pt	
	Average time to answer 101* calls (county Only)	32 seconds Emergency – 00:07secs Priority – 07:30secs Routine – 08:32secs Advice – 11:45secs	N/A	N/A	
	% of public who agree police are doing a good job (Crime Survey for England and Wales - CSEW)	63.3%	67.9%	-4.6 p.pt	

\*Only monthly data currently available (September 2020 in this instance). These figures represent average answer times for 101 calls that have **not** been re-routed through to a self-service option. Those that remain in the 101 queue are then triaged by switchboard into either emergency, priority, routine, or advice calls which continue on to a communications officer (if not dealt with by switchboard at the initial point of call). Rolling 12 month and LTA figures for call handling are still under development. Data for the % Emergencies in target and % of 999s answered within 10 seconds metrics are based on the date range August 2019 – July 2020 and September 2019 – August 2020 respectively. The Public Confidence data from CSEW is based on the financial year April 2019 – March 2020 as more recent data is yet to be released.

## Attending Emergencies

- The aim is for 90% of emergencies to be attended within the Constabulary's target. The target for urban areas is 15 minutes and for rural areas, 20 minutes (timings calculated from the point of the call being received to an officer being in attendance).
- In the last 12 months (September 2019 to August 2020), 91.2% of emergencies in urban areas were attended within the target time and 88.1% of rural emergencies were attended within the target time.
- The average attendance time for 2020/2021 so far has increased for both A Urban and A Rural compared to last year. However, they are both still within the target.

Table 1: Average time to attend from receiving the call 2014/15 – 2020/21

	14/15	15/16	16/17	17/18	18/19	19/20	20/21
A Urban	00:08:05	00:07:47	00:07:47	00:08:30	00:08:40	00:08:40	00:09:00
A Rural	00:11:57	00:11:24	00:11:31	00:12:25	00:12:43	00:10:58	00:13:49

- An overall increase in 999 calls over recent years has inevitably resulted in more emergencies for front line attendance, which will be one contributory factor for the decrease in the proportion of emergencies attended within target, compared to the long-term average. The number of CADs recorded as Grade A (emergency response) over the 12 months up to the end of September 2020 has increased by 0.6% against the long-term average (42,846 against 42,608), and is set against an increase of 4.1% in CADs recorded as Grade B (priority response) over the same period. These trends are likely to reflect the impact of Covid-19 on policing caused by a change in social activity both over the period of lockdown and the subsequent easing of lockdown measures.
- Due to the continued recruitment of new officers there remains a temporary reduction in the percentage of officers that are response trained in front line roles. Work is continuing with the Constabulary Driver Training team to address this matter over time.
- Emergency response incidents are overseen by a trained dispatcher with additional management support where the incident requires it. All emergency attendance times are monitored live time and the dispatcher can always consider an alternative unit if a difficulty in resourcing a response in good time is encountered. For example, this could mean utilising a specialist unit such as a roads policing resource.

### **Answering Emergency calls**

- The national target is to answer 90% of 999 calls within 10 seconds.
- For reference 90.8% of 999 calls in the last twelve months were answered within 10 seconds.
- The average time to answer a 999 call in Norfolk for the financial year 20/21 so far is five seconds. This is the same as 19/20 and 18/19, two seconds faster than 17/18 and 16/17 and six seconds faster than 15/16.
- Norfolk Constabulary continues to perform strongly around the ability to answer 999 calls within 10 seconds despite the marked increase month on month in the volume of these calls being made. The increase is not isolated to Norfolk, but reflected nationally across all forces. Figure 1/table2 shows the number of 999 calls being answered in Norfolk in 2020/21 so far compared to previous years.

Table 2: Number of 999 calls received in Norfolk by financial year 2015/16 – 2020/21

	15/16	16/17	17/18	18/19	19/20	20/21
Apr	6485	6731	7602	8324	8968	7169
May	7213	7470	8480	8701	9536	8601
Jun	7125	7891	9133	9518	10204	9189
Jul	8483	9174	9337	11082	11344	10667
Aug	9118	8478	9088	10385	11194	11842
Sep	7408	7914	8181	9324	9725	9558
Oct	7791	7761	8531	9074	10046	
Nov	7730	6438	7700	8610	9603	
Dec	7743	7634	8244	9091	10203	
Jan	6844	6653	7642	8247	8987	
Feb	6087	6766	6668	8301	9079	
Mar	6793	7205	8017	9042	8362	

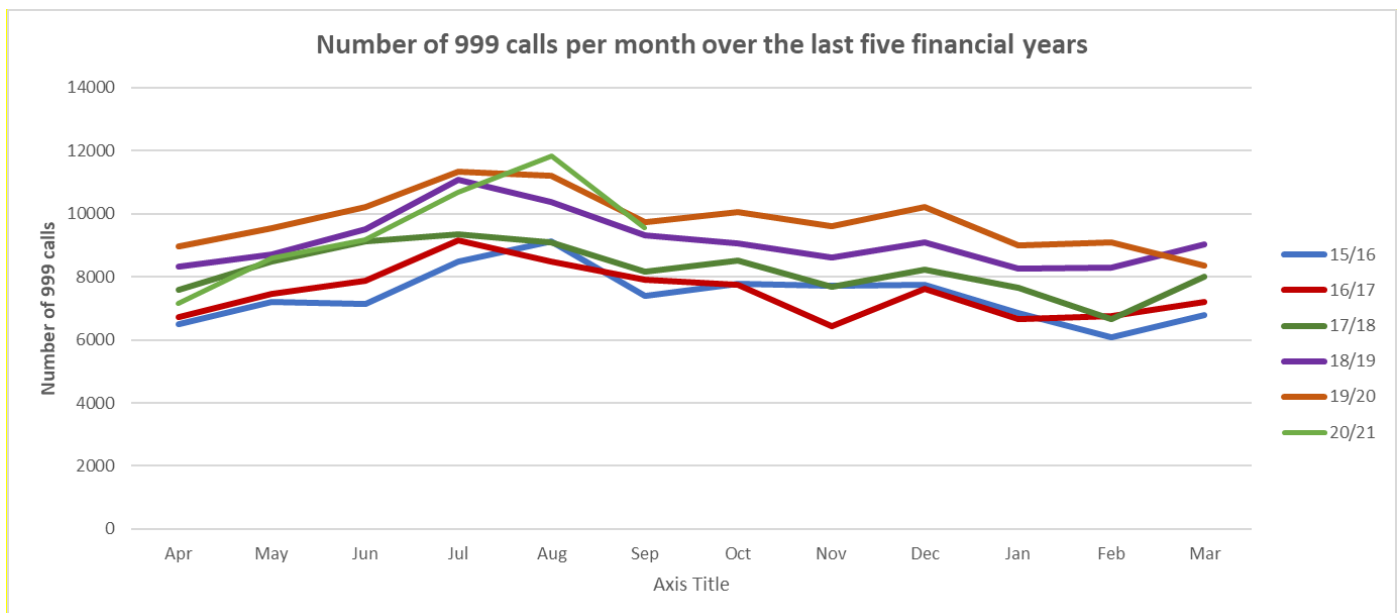


Figure 1: Number of 999 calls received in Norfolk by financial year 2015/16 – 2020/21

## Answering 101 calls

- In June 2018 Norfolk Constabulary introduced a new telephony system. An automated attendant helps callers by quickly redirecting their call to specialist units, such as custody or traffic justice. Those remaining are then put through to the control room switchboard team who will speak with the caller and risk assess the reason for the call. Once risk assessed, each call is added to a specific queue.
- Those call queues with the highest risk are prioritised to be answered first and include reports concerning public safety, domestic incidents and mental health. During busy periods, these high priority queues also have an automated system where calls can be upgraded to a new queue after a set time period.

- An agreed set of measures for reporting on 101 call handling is now in use following a period of consultation between key departments in order to ensure consistent and accurate reporting. It will take some time for a long-term average to be available and so we are currently only able to report on a rolling 12-month basis.
- To alleviate some of the waiting time issues for the public, Norfolk Constabulary has updated its website to facilitate better on-line reporting. This allows members of the public to provide information to the police on a variety of topics and report certain crime types directly without having to phone 101 and wait in a queue. The Switchboard team will also highlight this opportunity to callers where they think it is appropriate and staff report there has been a level of take up for this option. Further developments are planned for the website in due course.
- In February 2020 the Constabulary activated contingency plans in response to the COVID-19 pandemic to ensure business continuity and service levels were maintained within the Contact and Control Room (CCR). Safe working practices were developed so the room could continue to function and deliver normal services. An additional 56 staff (officers and police staff) were trained in CCR functions and deployed into the room in March. On top of this the CCR team developed COVID safe plans to continue to recruit and train new full-time Communications Officers with six joining in March and a further four joining in June for their six-week training course.
- Despite the significant risks presented by the pandemic, Norfolk Constabulary ensured that call handling service levels, incident response times and all critical functions were maintained at pre-COVID-19 levels. The Constabulary's Contact and Control Room staffing levels remain in line with the staffing profile for the room.
- Work was accelerated around testing some of the Constabulary's Digital Public Contact Strategy options. The piloting of additional communication channels initially planned for 2021/22 was brought forwards. For example, planned introduction of a public-facing automated 'chat' capability for commonly asked questions and live-chat functions were fast tracked into temporary operational use, providing new public service channels and increasing the Constabulary's capacity to answer public queries. Members of the public are now able to type a non-urgent question into the 'chat' function on any of our website pages and receive an immediate, automated answer. The pre-programmed 'chatbot' uses artificial intelligence and machine learning to respond to common queries.
- In addition to the 'chatbot', August and September saw the temporary operational use of a 'live web chat' trial enabling the public to 'live-chat' directly into the CCR where the chatbot wasn't able to provide an answer to a member of the public's question.



- Both the 'chatbot' and 'live chat' trials have concluded and are now in the evaluation phase with the findings being used to help shape, update and improve the contact management strategy to ensure that firstly emergency calls are prioritised and alongside this, the public have a range of other communication channels to report crime, incidents or seek advice.

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

- The indicator for the percentage of the public who agree the police are doing a good job is a question asked as part of the Crime Survey of England & Wales. The survey data is taken quarterly with the most recent figure published being for the year ending March 2020. The Constabulary's score of 63.3% ranks Norfolk 7<sup>th</sup> nationally and third highest of the most similar forces. Norfolk has been ranked in the top ten forces in the country for this indicator since December 2016.
- In an effort to develop a more detailed understanding of the views of the local community on policing matters, the Police and Crime Commissioner working with the Constabulary has jointly funded a further piece of research. The perceptions survey will complement existing data but look to develop a more detailed understanding of the views of local communities on the policing they observe and interact with, as well as how safe they feel.
- The work will explore in detail the public's feelings and perceptions on a range of contributing factors, including:
  - Feelings of safety
  - Police visibility and presence
  - Perceptions of crime and ASB
  - Police engagement with local communities
  - Experiences of victims of crime
  - Dynamic issues that are particularly relevant at any one time (for instance, the introduction of body worn videos).
- The question sets have been developed on the back of similar surveys successfully implemented in other force areas.
- The results will be incorporated into the County's Neighbourhood Policing Strategy to help guide and inform tactical work to maintain the positive outcomes and focus on the areas for improvement.
- A working group is currently developing an action plan based on the current findings. The plan will be to include communication opportunities, both internally and externally and help develop better ways of engaging with the public and influence how our engagement officers will work.

**ORIGINATOR:** DCC Sanford

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** Police Accountability Forum – 25 November 2020

**SUBJECT: Supporting Rural Communities: Operation Galileo Update**

**SUMMARY:**

Operation Galileo is the over-arching national police strategic response to addressing the issue of hare coursing. This report provides an update on the work by Norfolk Constabulary to tackle the matter and includes a summary of the results achieved so far.

**RECOMMENDATIONS:**

It is recommended that the PCC: Note the report.

## **1. Introduction**

- 1.1 The Norfolk Police and Crime Plan has as one of its priorities a focus on supporting rural communities. The recognition is that those residents living in the countryside potentially need bespoke police support to address rural specific needs.
- 1.2 Hare coursing continues to be a problem nationally to the rural community where in addition to the illegality of the pastime there are the associated risk of damage to property and threats and intimidation towards residents. Each force will have their own methods of dealing with the issue but this has traditionally resulted in the problem merely being displaced into neighbouring force areas.
- 1.3 A national “Operation Galileo” strategy has been developed to tackle hare coursing and co-ordinate the policing response across the country. This report sets out an update on the current Constabulary work in this area.

## **2. Operation Galileo Update**

- 2.1 The National Op Galileo strategy focusses on four key strands;

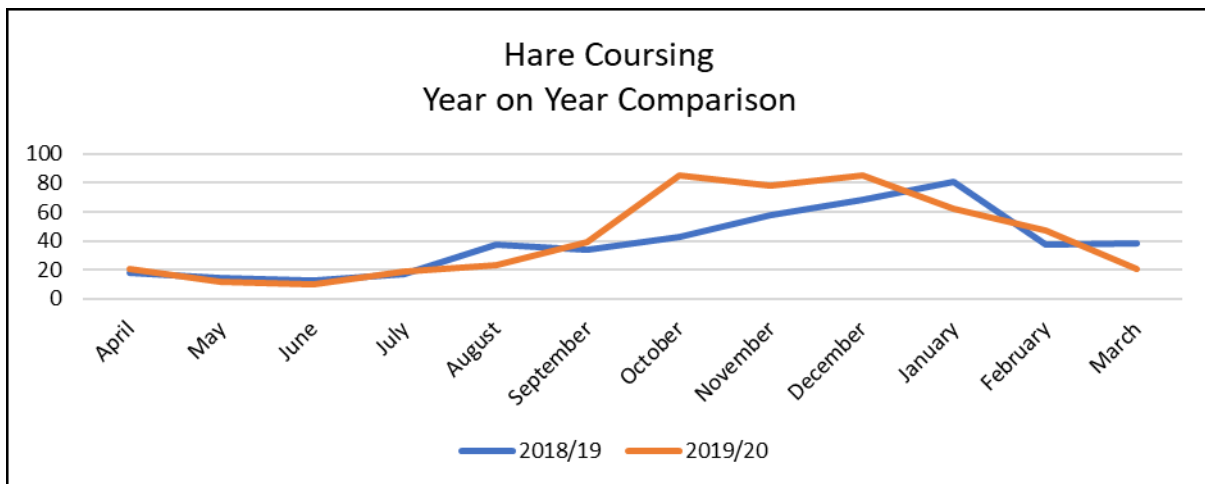
- **Intelligence** – Target intelligence gathering, maximise opportunities, share information and intelligence
- **Enforcement** – Share good practice and gather learning, work with partner agencies, use civil and criminal powers.
- **Reassurance** – Coordinated days of activity, share successes, common brand for maximum impact.
- **Prevention** – Target key individuals for maximum impact encompassing all criminality, proportionate approach to offenders.

## **3. The Norfolk Response**

- 3.1 Norfolk Constabulary sits on both the Regional and National Galileo working groups, ensuring early sight of developing trends, strategies and enforcement opportunities. This meet structure also allows significant intelligence sharing capability and regular contact with counterparts across the region. There is also the opportunity to share best practice around the policing response.
- 3.2 In addition, Hare coursing sits as a priority action within both the “Wildlife Crime” and “Rural Crime” national working groups and Norfolk’s response is led by the “Operation Randall” rural crime team.
- 3.3 Working with the support of Norfolk’s Police and Crime Commissioner, the Constabulary has signed up to a tri-concordat on cross border working to tackle hare coursing in company with Lincolnshire and Cambridgeshire Constabularies. As a result of this it has enabled the three forces to target those involved in a robust approach. Partners such as the National Farmers Union (NFU), Country Landowners Association (CLA) and National Gamekeepers Organisation (NGO) have also been involved and offered support and assistance.
- 3.4 Traditionally the peak hare coursing season runs from October to February, this is driven by the availability of suitable land between crops. However, it should be

noted that the issue also occur outside of the peak time periods and the Constabulary's response continues 365 days of the year.

3.5 The below data set gives a visual representation of recorded activity across the months with a comparison over the past two seasons. Careful analysis of this data informs our targeted patrols and operations (such as enforcement actions days within the county and in partnership with neighbouring counties and rural stakeholders).



3.6 Last year (2019/2020) there were 338 reported incidents of hare coursing across the County.

3.7 Alongside the existing Hunting Act 2004 legislation, the police response includes making use of the Anti-Social Behaviour Crime and Policing Act 2014 legislation. The Act seeks to put victims first, giving power to local people and enabling professionals to find the best solutions for their local area. The Act provides the police, local authorities and other agencies with a range of flexible tools and powers that they can use to respond quickly and effectively to anti-social behaviour. Hare coursing has a direct impact on the local communities and quality of life of those living in the locality and the legislation offers an excellent opportunity for prevention and restriction; this can include restricting movements in person or by car on private land, adding controls on ownership of animals and the activity taken while with those animals.

3.8 The Act enables the issuing of a Community Protection Warning (CPW). This is a notice served on the individual that outlines actions they must take and includes a timescale for them to ensure compliance. If these directions are not met then a follow up Community Protection Notice (CPN) is issued, this can lead to prosecution if there is then a failure to comply. Such prosecution outcomes can include fines, surrender of possessions, and seizure of items. Since July of this year 20 CPWs have been issued following arrests for hare coursing.

3.9 In addition to the legislation available to all officers, the Constabulary utilises a number of additional tactics to support the operational response;

- **Operation Moonshot** – a specialist team using automatic number plate recognition (ANPR) tools respond to the latest intelligence and patrol identified areas. This allows for a swift response and can lead to a suspect vehicle being quickly located and stopped.
- **Drone Team** – Norfolk's Police and Crime Commissioner has supported the Constabulary to develop a significant drone capability that offers live time actionable aerial footage. The drones are able to support pre-planned operations (such as Galileo enforcement days) and live time incidents. Due to their quick deployment time the drone is often used to capture evidence and locate dogs, offenders and their vehicles in what is often a large expanse of rural area difficult to reach by traditional means.
- **Partnership working** – The Operation Randall team are continuing to form long term relationships with key partners who are able to work with the Constabulary to deliver a sustainable approach to rural policing including the work around hare coursing. An example of this is the Community Rural Advisory Group (CRAG). This group meets on a monthly basis, hosted by the Operation Randall Inspector and brings together a wealth of experienced partners from professional bodies, associations, farmers and community members to share information and problem solve rural issues together. Often attracting in excess of 25 attendees the meeting is also attended by the National Crown Prosecution Lead for rural policing.
- **Special Constabulary** – Norfolk is well supported by the Special Constabulary who provide dedicated officers to the rural policing work to enhance visibility and add additional patrols to those already undertaken by regular officers. Members of the Special Constabulary are trained volunteers who bring a wealth of support and skills and undertake specific rural taskings and enforcement to complement the work undertaken by the Randall team. The Special Constabulary also support the Operation Galileo action days.
- **Community Messaging** – The Constabulary has a range of engagement platforms that are used to provide rural communities with updates on police activity and enforcement. These include:
  - Op Randall Newsletter
  - Rural WhatsApp group
  - Twitter
  - Local media
  - Localised engagement by dedicated rural Beat Managers

#### 4. Results

4.1 There have been 146 reported incidents of hare coursing so far in 2020. The numbers are significantly down compared to last season potentially as a consequence of COVID-19. However, this has not diminished the response to preventing this activity and we have seen a significant improvement in the outcomes from the local, regional and national work that the Constabulary are doing.

4.2 At this point in 2020, there have been 19 arrests, 20 CPWs issued and a number of dogs seized. The seizure of dogs linked to those suspects arrested for offences linked to hare coursing is seen as a significant disruptor to patterns of offending. Over the preceding 3 calendar years we can see a steady increase in the number of dogs seized in Norfolk and a marked increase in the number of positive outcomes linked to hare coursing.

4.3 The table below summarises the enforcement action by calendar year

	2018	2019	2020 (to date)
Arrests	14	12	19
Reported for summons	0	0	3
Dogs seized	4	17	32
CPW	0	0	20
CPN	0	0	0

4.4 It should be noted that police have arrangements with local boarding kennel facilities to ensure any animal seized is appropriately cared for whilst the case is investigated. If a court forfeiture order is granted, or the owner of the animal cannot be formally identified, police will make arrangements for the animal to be suitably rehomed. So far, since 2019 the Constabulary has helped rehome 8 animals through this process. Obviously if a forfeiture order is not supported in court the animal is returned to the owner.

4.5 To offer some additional commentary to help explain how the police operation functions the Constabulary would like to highlight two examples of the work undertaken;

- Hare coursing was reported at Ten Mile Bank involving a vehicle causing damage to crops on four farms and in the same evening was used in a dangerous driving incident in Suffolk whereby a pedestrian was almost hit as they exited the field. Following a significant deployment of police resources, a vehicle was stopped, one male was arrested and his vehicle and six dogs were seized. The male was charged to court. His vehicle had previously been used in a number of hare coursing incidents across the Eastern Region. The Constabulary had a very positive response from the community on social media around this case.

- Hare coursing was reported in the west of the County. Officers attended and two males were located and arrested. Five dogs were seized along with the vehicle. Both defendants were convicted of daytime trespass in pursuit of game. One defendant pleaded guilty at court and received a 24-month conditional discharge and deprivation order for his dog. The second defendant was convicted in March 2020; fined £660 with £105 costs and a deprivation order passed for the remaining four dogs and the vehicle. This was the first case in the County where the courts awarded deprivation orders for dogs used by hare coursers. Again, the Constabulary was able to engage with the rural community to highlight the successful outcome and offer reassurance.

4.6 The Operation Randall Team will review the policing response for Operation Galileo at the end of the year to look for opportunities to build on the successful approach ready for 2021.

END.

FINANCIAL IMPLICATIONS:

NIL

OTHER IMPLICATIONS AND RISKS:

NIL

The following table outlines the performance metrics under 'Support Rural Communities' in the Police and Crime Commissioner's Police and Crime Plan (2016-2020).

Area	COUNTY			
	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Support Rural Communities	Number of subscribers to Operation Randall Newsletter	2520	2468	+2.1%
	*Number of hours spent on rural policing by Special Constabulary	4085	2551	+60.1%
	% of rural emergencies responded to within target time	88.1%	87.9%	+0.2 p.pt

\*Data for period 01/08/2019 – 30/06/2020.

Date range used for remaining indicators is 01/09/2019 – 31/08/2020.



We are also able to provide rural emergency response figures by district as below:

Area	Support Rural Communities			
	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
<b>KINGS LYNN &amp; WEST NORFOLK</b>	% of rural emergencies responded to within target time	84.8%	84.6%	+0.2 p.pt
<b>BRECKLAND</b>	% of rural emergencies responded to within target time	88.5%	89.3%	-0.8 p.pt
<b>NORTH NORFOLK</b>	% of rural emergencies responded to within target time	89.0%	88.0%	+1.0 p.pt
<b>SOUTH NORFOLK</b>	% of rural emergencies responded to within target time	88.5%	87.9%	+0.6 p.pt
<b>BROADLAND</b>	% of rural emergencies responded to within target time	87.3%	88.3%	-1.0 p.pt
<b>GREAT YARMOUTH</b>	% of rural emergencies responded to within target time	94.9%	93.7%	+1.2 p.pt

\* Norwich does not qualifying as a rural location for the purposes of rural emergency response

- As a rural county one of the constabulary's core values is ensuring that we maintain our commitment to rural communities and continue to be visible and responsive to community needs in reducing rural crime.

- In addition to a physical presence the constabulary is also looking to support communities with an increased digital and online presence across social media platforms, including Twitter, Facebook and Nextdoor. We also provide monthly community updates to local parish councils on crime levels and any community-based policing issues. In addition, people are encouraged to subscribe to our newsletter.
- The number of subscribers to the newsletter has increased from 1,583 in March 2016 to 2,520 in August 2020. The newsletter is also disseminated by a number of partners through their own networks. These include:
  - National Farmers Union
  - Country Land and Business Association
  - Diocese of Norwich
  - Norfolk County Farmers
- Norfolk Constabulary is well supported by the Special Constabulary who dedicate time to rural policing to enhance visibility and patrols undertaken by regular officers. Members of the Special Constabulary are trained volunteer who bring a wealth of support and skills and who have all the powers of regular policing officers.
- For the last twelve months (ending August 2020) the level of support from the Special Constabulary has increased by 60.1% compared to the Long-Term Average, to an average of 340 hours a month being spent on rural policing by the Special Constabulary.
- The proportion of rural emergencies responded to within target time has risen when compared to the long-term average. This is in spite of an overall increase in demand and an increase in the volume of immediate (emergency) response (Grade A) incidents. Across the county there have been over 200 more emergency response (Grade A) calls in the current 12-month period compared to the long-term average, and August 2020 logged the highest number of 999 calls the Constabulary has received to date (11842).
- The Constabulary has over the last 2 years seen an increase in officer recruitment to provide more front-line officers and also replace experienced officers who retire or leave the service. All 'new' officers are posted on to patrol teams who provide our 24/7 emergency response capability. This growth in recruitment has seen a magnified need for officers requiring response driver training (blue light response). As a consequence, the time on average that it takes from an officer being recruited, becoming effective then undertaking a driver training course, has increased. So, although the overall number of officers on patrol has increased, there has been a subsequent reduction in the number of response trained officers as experienced officers leave patrol to undertake other roles. This is being addressed by increased capacity within our driver training department and a restructure in how this training is delivered.

**ORIGINATOR:** ACC Megicks

**REASON FOR SUBMISSION:** For Noting

**SUBMITTED TO:** Police Accountability Forum November 2020

**SUBJECT:** Priority 3 – Improve Road Safety

**SUMMARY:**

The report sets out an overview of the work currently being undertaken to improve road safety both by the police and through the partnership working with the Norfolk Road Safety Partnership.

The first section sets out key issues faced when considering road safety.

The second section provides an overview of the current work being undertaken.

Section three sets out the next steps for the work ahead.

**RECOMMENDATIONS:**

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

## **DETAIL OF THE SUBMISSION**

### **1. Introduction**

- 1.1 Despite significant work by police and partners to improve road safety, the numbers of people killed and seriously injured (KSI) on Norfolk's roads continues to rise in the long term. Nationally, the picture of KSI collisions follows the same trend as those in Norfolk. There are a number of key factors linked to this that are set out below. This report aims to summarise these key issues as well as how police and partners are responding.
- 1.2 The Department for Transport report that car traffic in 2019 nationally accounted for 278.2 billion vehicle miles – the highest-ever annual estimate of car traffic. Pedal Cycle traffic has increased nationally by 16.4% over the last 10 years, and van traffic is also growing. These increases in the number of miles travelled, on all types of road, can account for some of the increases in collisions.
- 1.3 Analysis of the driver behaviours that carry the most risk of causing a death or serious injury on the road has taken place, these are;
- not wearing a seat belt
  - speeding
  - using hand-held devices
  - driving whilst under the influence of drink or drugs.

These behaviours are often referred to nationally as the “fatal four”.

- 1.4 In addition to these 4 key risks, there are also identified groups that are more frequently involved in KSI collisions and are therefore deemed to be more vulnerable.
- 1.5 Vulnerable road users include pedestrians, cyclists and those using powered two wheelers (such as motorbikes and mopeds<sup>1</sup>). For the 12-month period 01/10/2019 – 30/09/2020 just under 50% of KSIs involved vulnerable road users. Furthermore, a disproportionately high number of motorcycles are involved in KSI collisions. For the 12-month period 01/10/2019 – 30/09/2020, almost 21% of KSIs recorded in Norfolk involved a motorcycle. The number of KSIs involving motorcycles for both the calendar year 2019 and the last twelve months ending September 2020 were higher than the road safety target of 74. The Constabulary continues to work closely with partners to target this vulnerable group.

### **2. Overview of Casualty Reduction**

- 2.1 The National Police Chiefs Council (NPCC) Roads Policing Strategy for 2018-2021 has as one of its core priorities, the reduction of road casualties.

<sup>1</sup> Powered two wheelers are motor-operated vehicles powered by either a combustion engine or rechargeable batteries. These powered vehicles can be divided into different categories, for example: mopeds, motorcycles (street, classic, performance or super-sport, touring, custom, off-road; scooters; and e-bikes).

- 2.2 The Police and Crime Commissioner for Norfolk acknowledged the importance in supporting police focus on road safety by ensuring the work area was embedded within the Police and Crime Plan (2016-20).
- 2.3 In Norfolk, a multiagency group, the Norfolk Road Safety Partnership (NRSP), has the responsibility of looking for opportunities to reduce the risk of injury on the County's road network. The partnership has a strategic board, which includes membership from the police and the Office of the Police and Crime Commissioner. The board oversees the work undertaken by all the member agencies to ensure that their activities are coordinated.
- 2.4 Norfolk Constabulary actively support the national NPCC and TISPOL<sup>2</sup> campaigns that centre around the 'Fatal 4' offences. Norfolk Constabulary leads the partnership working on the area of enforcement. In addition, local campaigns will occur where the evidence indicates a need to act. For example, it was identified that average speeds were increasing during the initial COVID 'lockdown' period leading to a local speeding campaign.
- 2.5 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS), the national body that formally reviews the work of police and fire services recently released a report following a nationwide review of Roads Policing in England and Wales. Norfolk Constabulary is already complying with many of the recommendations and areas for improvement. A road safety delivery plan has been developed that incorporates these work areas and progress against the objectives is formally reviewed monthly.
- 2.6 The Road Casualty Reduction Team (RCRT) is a NRSP funded team of police motorcyclists in Norfolk who focus on education and enforcement, examples of their activities include the popular 'Safe Rider' workshops. This year, due to the impact of Coronavirus, courses were paused in the early part of the year and recommenced in August 2020. Since then, they have delivered 4 courses to 45 participants as well as receiving positive public comment.
- 2.7 The RCRT along with partners has delivered the 'Close Pass' initiative. This is aimed at improving driver awareness of pedal cyclists. In a 'close pass' event, a cyclist will ride in the area and record their experience on a head mounted camera. Those drivers that pass too closely are stopped, shown the footage of the incident, and are given an educational input with the intention being to change their driving behaviour.
- 2.8 The Norfolk Safety Camera Partnership between Norfolk Constabulary and Norfolk County Council promotes the improvement of road safety in the county by working together to deliver driver education courses and enforce speeding offences. In addition, the police review data on collisions on a monthly basis, which is then used for targeted 'hotspot' enforcement. This work may also identify locations where there could be benefit in reviewing road layout and design and in these instances the work is shared with partners to consider.

<sup>2</sup> European Traffic Police Network

2.9 The Partnership has a network of 23 fixed speed camera sites and 3 average speed systems which is augmented by the deployment of mobile speed enforcement vans and community enforcement officers.

2.10 An additional average speed system was installed on the A149 between King's Lynn (Knight's Hill) and Dersingham going live in February 2020. This is in addition to an average speed scheme on the A17 between King's Lynn and Sutton Bridge and A149 between Potter Heigham and Stalham. In the first 6 months of operation of the Dersingham camera, 871 offences were detected and actioned.

2.11 The table below shows the number of speeding offences recorded from fixed, average and mobile enforcement during the period 1 April 2020 to 30 September 2020. In addition, figures are shown for the period 1 April 2019 to 31 March 2020 compared with the previous year. The six-month period from April to September this year has been unprecedented with the impact of COVID-19 and therefore comparison figures for the same period last year are not included. Speed enforcement continued during the COVID lockdown period, initially on a more limited basis, but it became apparent that a reduced number of vehicles on the road was leading to increased speeds and enforcement work was returned to pre COVID levels.

<b>Offences Reported</b>	<b>01/04/2018 - 31/03/2019</b>	<b>01/04/2019 - 31/03/2020</b>	<b>variation</b>	<b>01/04/2020 - 30/09/2020</b>
Fixed Camera Sites	32,246	25,686	-20.3%	11,308
Average Speed Cameras	1,970	1,727	-12.3%	2,133
Mobile Vans	12,325	12,344	0%	5,989
Community Enforcement Officers	9,482	9,783	3.2%	5,092
<b>Total Offences</b>	<b>56,023</b>	<b>49,540</b>	<b>-11.6%</b>	<b>24,522</b>

2.12 The table below shows how speeding offences were dealt with. Offences within the most recent period are still being processed. If the speed is not deemed excessively over the limit then drivers are given the option, where they meet eligibility criteria, to undertake speed awareness courses, but on average 22% of speeding drivers are not eligible for a course, for example because they have had a course in the previous 3 years. Due to the effects of Covid-19, the national scheme was initially suspended, however speed awareness courses have been run virtually (on line) since May 2020 and continue to be delivered in this form.

<b>Disposals</b>	<b>01/04/2018 - 31/03/2019</b>	<b>01/04/2019 - 31/03/2020</b>	<b>variation</b>	<b>01/04/2020 - 30/09/2020</b>
Courses Attended and Completed	30,949	24,580	-20.6%	7,034
Fixed Penalty Paid	16,439	14,638	-11.0%	5,160
Prosecuted	3,170	4,346	37.1%	710
Cancelled	5,465	5,964	9.1%	5,092
Not Yet Completed*	0	12		<b>11,170</b>

2.13 Norfolk Constabulary is also working with the public to consider their complaints around driving standards on the road. The Constabulary has the ability to receive digital video (Dashcam) footage from the public and will seek to prosecute where the driving is below the required standard. The process has

recently been reviewed resulting in a new technological solution aimed at streamlining the submission and assessment process. This new way is being launched under the national branding of 'OP Snap'. All submissions are reviewed by a police officer in the Roads and Armed Policing Team (RAPT) to assess its suitability for further action. Those matters that will be progressed are then forwarded to the Constabulary's Justice Department.

- 2.14 Operation IMPACT, recently concluded and was a hard-hitting initiative aimed at educating those young people approaching driving age of the dangers and consequences of drink / drug driving. It involved a staged mock collision site with attendees having the chance to learn about how the emergency services deal with the incident but also the subsequent investigation. The project was a collaboration between the Police, Norfolk Fire and Rescue Service and the Office of the Police and Crime Commissioner.

### **3. Next Steps**

- 3.1 The NRSP is currently developing a new casualty reduction strategy based on working to 'Safe Systems'<sup>3</sup>. The Safe System approach is aiming to work towards a road network that is free from death and serious injury and includes a number of key elements;
- Safe Roads and Roadsides
  - Safe Vehicles
  - Safe Road Use
  - Safe Speeds
  - Good post-crash care
- 3.2 The ambition is to implement a step change in how road safety is addressed, acknowledging that humans make mistakes and that the road system should be designed, built and used in a way which protects lives.
- 3.3 The NRSP will continue to review national best practice and oversee multiagency projects aimed at addressing the new strategic direction.
- 3.4 The established educational work continues. For example, the Young Driver Education Coordinator will continue to visit secondary and further education establishments to deliver presentations on the fatal 4 behaviours.
- 3.5 From a Constabulary perspective, a new Safer Roads Meeting has been established to support partnership working. The meeting will be supported by a new analysis product looking at the current threats and risks from the police data. This will help prioritise initiatives that have the best opportunity to reduce the risks to road users.

<sup>3</sup> Further details on the Safer Systems approach can be found at:  
<http://www.pacts.org.uk/safe-system/>

3.6 In addition, The Roads and Armed Policing Team and uniform patrol officers will continue as part of normal policing duties to focus efforts on improving road safety through education, engagement and enforcement.

3.7 The Constabulary has also increased the frequency it will review and analyse road casualty information in order to get the best picture of emerging risks and issues. This will assist the earlier identification of accident cluster sites and assist the multiagency working plans around education and road engineering.

3.8 The Constabulary will continue to keep the Police and Crime Commissioner updated on progress.

<b>FINANCIAL IMPLICATIONS:</b>
NIL
<b>OTHER IMPLICATIONS AND RISKS:</b>
NIL



		COUNTY			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Improve Road Safety	*Number of KSI collisions	370	414	-10.6%	
	Number of KSI collisions involving vulnerable road users	176	208	-15.4%	

\*KSI figures can often fluctuate due to reclassifications of collisions.

Nationally the number of Killed or Serious Injury (KSI) collisions has reduced since the 1970's, with substantial reductions between 2006 and 2010. However, since 2016 there have been a rise in KSI and the increases in Norfolk are in line with the national trends. Traffic volumes on the road network are increasing which could account for the increase in this area, along with the adoption in 2016 better recording of collision data using the DfT's CRASH (Collision Recording and Sharing) system. Once the officer records the type of injuries suffered by the casualty, the system automatically provides the severity classification. This might indicate that records are more accurate in the recent years than the long-term average<sup>4</sup>.

Norfolk's Road Safety Partnership long standing objectives which are currently under review are -

- Objective 1: To reduce the number killed and seriously injured<sup>5</sup> on our county's roads to 310 or less.
  - For the calendar year 2019 there were 469 KSIs. For the calendar year to date (ending in September 2020), there have been 252 KSIs on Norfolk roads.
- Objective 2: To reduce the number of motorcyclists killed or seriously injured on Norfolk roads to 74 or less.
  - For the calendar year 2019, 101 motorcyclists were killed or seriously injured on Norfolk roads. For the calendar year to date (ending in September 2020), 64 motorcyclists have been killed or seriously injured on Norfolk roads.
- Objective 3: To reduce the number of children killed or seriously injured on Norfolk roads to 22 or less.

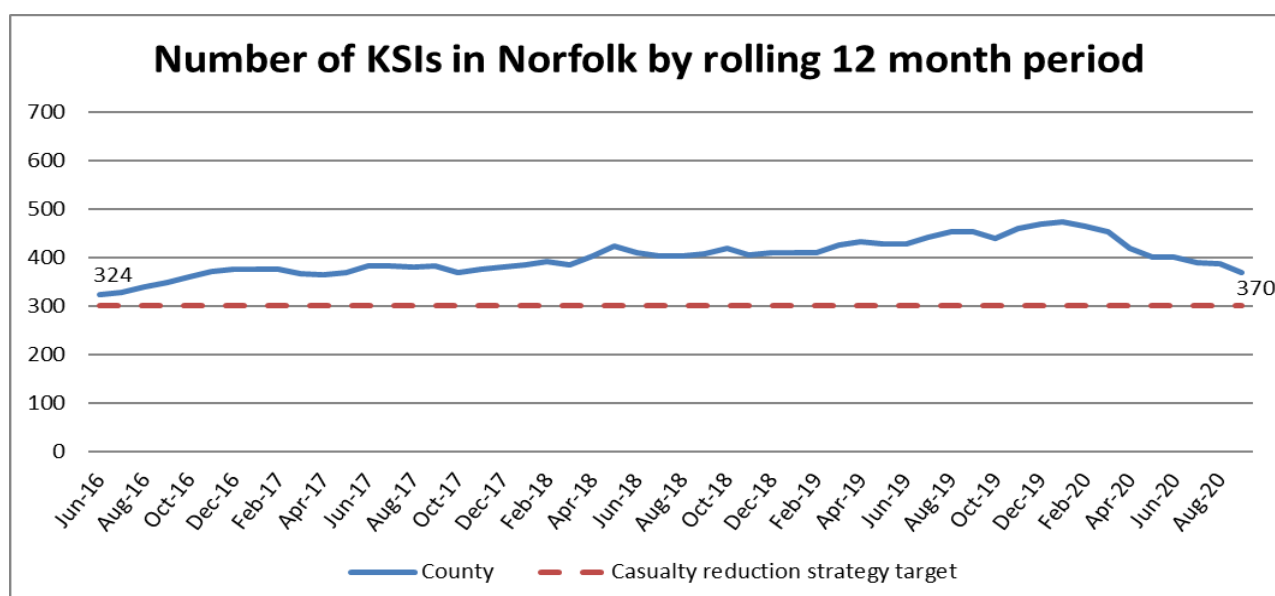
<sup>4</sup> [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/904698/rregb-provisional-results-2019.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/904698/rregb-provisional-results-2019.pdf)

<sup>5</sup> Serious injury is defined as: An injury for which a person is detained in hospital as an "in-patient", or any of the following injuries whether or not they are detained in hospital: fractures, concussion, internal injuries, crushings, burns (excluding friction burns), severe cuts, severe general shock requiring medical treatment and injuries causing death 30 or more days after the accident. An injured casualty is recorded as seriously or slightly injured by the police on the basis of information available within a short time of the accident. This generally will not reflect the results of a medical examination, but may be influenced according to whether the casualty is hospitalised or not. Hospitalisation procedures will vary regionally.

- For the calendar year 2019, the number of children\* killed on Norfolk roads was zero, with 44 children seriously injured. For the calendar year to date (ending in September 2020), 18 children have been seriously injured on Norfolk roads, with zero fatalities.

\*In this case, children comprise of individuals between the ages of 0-16.

The following chart highlights the number of KSIs in the rolling 12-month period since the year ending in June 2016. There is a slow but steady increase in the number of KSIs on Norfolk roads. The graph shows that Norfolk has not met the KSI safety objective. As detailed above, the recording practices have improved since 2016.



Number of KSIs in Norfolk by rolling 12 month period vs the casualty reduction strategy