

POLICE ACCOUNTABILITY FORUM

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

Tuesday 29th September 2020 at 10:30am – 12:30pm
To be conducted via Skype 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 21 st July 2020	Page 3
4.	Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'	Page 10
5.	Constabulary Covid-19 Update	Verbal Update
6.	Police and Crime Plan Theme: 'Increase Visible Policing'	Page 33
7.	Police and Crime Plan Theme: 'Prevent Offending'	Page 41
8.	Professional Standards Department Complaints Update	Page 58
9.	Emergency Services Collaboration Group Update	Verbal Update
10.	Emerging Operational/Organisational Risks	Verbal Update
11.	AOB:	
12.	<p><u>Date of Next Estates Governance Board Meeting:</u> Tuesday 6th October 2020 from 10:00am – 12:00pm</p> <p><u>Date of Next Strategic Governance Board Meeting:</u> Tuesday 13th October 2020 from 10:00am – 12:00pm</p> <p><u>Date of Next Police Accountability Forum Meeting:</u> Tuesday 25th November 2020 from 10:30am – 12:30pm venue TBC</p>	

Enquiries to:

OPCCN

Building 1, Jubilee House,

Falconers Chase, Wymondham, Norfolk, NR18 0WW

Direct Dial: 01953 424455

Email: opccn@norfolk.pnn.police.uk

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

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

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

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

Jei šio dokumento kopiją norėtumėte gauti lietuvių kalba, prašome susisiekti su Policijos ir nusikalstamumo komisarijų tarnyba Norfolk grafystėje (Office of the Police and Crime Commissioner for Norfolk) telefonu 01953 424455 arba elektroninio pašto adresu 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



**MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING
HELD ON TUESDAY 21ST JULY 2020 AT 10:30 A.M.
VIA SKYPE VIDEO**

1. **Attendance:**

Mr L Green

Also in attendance:

Mr S Bailey	Chief Constable, Norfolk Constabulary
Ms J Wvendlth	Temporary Assistant Chief Constable, Norfolk Constabulary
Mr P Jasper	Assistant Chief Officer, Norfolk Constabulary
Ms N Atter	Corporate News Manager, Norfolk Constabulary
Mr M Stokes	Chief Executive, OPCCN
Ms J Penn	Chief Finance Officer, OPCCN
Ms S Lister	Director of Performance and Scrutiny, OPCCN
Dr G Thompson	Director of Policy and Commissioning, OPCCN
Mr J Stone	Performance and Scrutiny Manager, OPCCN
Mr J Mann	Performance and Scrutiny Assistant, OPCCN

Apologies for Absence:

Apologies received for:

- Mr P Sanford - Deputy Chief Constable, Norfolk Constabulary
- Mr S Mattin - Temporary Assistant Chief Constable, Suffolk Constabulary
- Mr N Davison - 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 28th January 2020**

The minutes were approved. There were no updates for actions as there were no outstanding previous actions.

Discussion

- the PCC asked what impact Covid-19 had on the Constabulary. The Chief Constable stated that Norfolk Constabulary had prepared for flu pandemics; however, they had never envisaged that something like Covid-19 would happen across the world. The Constabulary had responded quickly to Covid-19 led by Temporary Assistant Chief Constable (T/ACC) Julie Wvondth. Most members of the public had been complimentary in the way that Norfolk Constabulary conducted its response, there had been good stakeholder engagement and good support from the local media
- the Chief Constable stated that sickness levels in the Constabulary were at record lows and the Constabulary had adapted and implemented flexible working for staff. During the lockdown period the rate of crime dropped significantly; however, levels have now almost returned to normal rates. The Chief Constable added that he was very aware that hidden crime types were ongoing and would be a major focus at this point in time. This included crime types such as violence against the person and domestic abuse
- the PCC asked how the Constabulary was addressing the Black Lives Matter movement and the protests that were happening in Norfolk. The Chief Constable said that the death of George Floyd has been a catalyst for change and has put in focus the societal and policing challenges alongside highlighting the disproportionality seen across the country. The Chief Constable stated the Constabulary did not have a great enough representation of the Black, Asian and Minority Ethnic (BAME) population, and he had employed a member of staff to work to improve this. He stated that he was also looking into disproportionality of stop and search data and arrest data. There is a Joint Coercive Powers Board to independently scrutinise Norfolk Constabulary
- the Chief Constable clarified that attention still needs to be paid to stopping County Lines and this could not be forgotten. He added that there were representatives at the National Police Chiefs' Council where an action plan was created that included four headings: policing powers, community and police activity, minority groups working in the service and being representative of the community the police serve. The action plan is being led by chief officers and staff in the Constabulary. The PCC asked if the BAME Police Association would be useful to use to help inclusion in Norfolk Constabulary. The Chief Constable advised that Inspector Jason Selvarajah joined the Chief's Council meeting and had regular contact with the Ethnic Minority Police Association
- the PCC asked if Inspector Selvarajah could attend the Independent Advisory Group to represent the Constabulary and asked if there was unconscious bias that existed in Norfolk Constabulary. The Chief Constable agreed that this was a possibility and stated that some was conscious. He added that bias and discrimination needed to be called out and would not be tolerated in the

organisation. The PCC asked if there was training around discrimination for new recruits in the Constabulary and if there was any refresher training given to current officers. The Chief stated that he would have to speak to Chief Inspector Keith Philpot to check the training package delivered to new recruits, but he needed to understand what kind of training can be delivered, including refresher training. **ACTION: The PCC requested for an update on how the Constabulary plans to increase diversity in the organisation and the training provided to new and current officers.**

- the PCC asked the Chief to comment on Norfolk's crime statistics that were released by the Office of National Statistics and wanted to know if there were any areas for improvement or if there had been any areas of slippage. The Chief Constable stated that these statistics were released a few days ago and showed increases in some offences such as drug related crime and possession of knives. He stated this could show positive proactive action completed by the Constabulary and added that sexual offences also continued to rise in numbers due to the same reasons, and due to victims having increased confidence to report, plus a good service provided by the Constabulary. It was added that the crime types of stalking, harassment and violence without injury numbers were all up; however, the change in crime recording could be a factor for the increase
- Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspectors have said that Norfolk Constabulary needed to improve its crime recording, so this was being scrutinised more heavily by the Constabulary. The Chief Constable stated that although there had been increases in recorded crime, there had also been some decreases in areas such as homicides, robberies, theft of vehicles and a few other offence types. The PCC queried if Norfolk Constabulary was different, in terms of the increases and reductions, to other police forces across the country. The Chief Constable stated that this was not the case; however, Norfolk was one of the last forces to be inspected, and therefore would need time to catch up to other forces in terms of responding to recommendations for improvement. As part of responding to the recommendations, Norfolk Constabulary has recruited eleven officers who will oversee crime recording accuracy. This will help to ensure Norfolk Constabulary is compliant and as accurate as possible with recording crime
- the PCC queried if prevention is better than cure and if there was anything more that could be done to ensure vulnerable people are protected. The Chief Constable stated that the Constabulary is working with the OPCCN and other partners to review what more can be done to protect vulnerable people through the Community Safety Partnership and Domestic Abuse and Sexual Violence Board, so he was reluctant to add another layer of scrutiny if this was not required. The PCC stated that he would talk to the Chief Executive and Director of Policy and Commissioning and return to this later this year
- the PCC questioned if there was a backlog of cases in the Criminal Justice System and court and if this had an impact on the work being done by the Constabulary. The T/ACC stated that there were challenges relating to the support and assistance for victims and witnesses waiting for trial dates, but the Constabulary was aiming to have a better understanding of the situation. The

shutting of the courts during lockdown led to significant delays on trials, which had an impact on investigators who had contact with victims and witnesses during the processes. The PCC asked if they were up and running again to which the T/ACC stated that there were discussions ongoing with the Crown Prosecution Service to check backlogs and ensure processes are running smoothly. The PCC questioned if Video Enabled Justice (VEJ) was a welcome development. The T/ACC stated that it was and would be used; however, there were technical challenges, but it would allow the smooth transition into video remands

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

The Assistant Chief Officer presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority seven of the Police and Crime Plan and the 2019/20 budget monitoring report.

The key points discussed were as follows:

- the Assistant Chief Officer outlined the budget monitoring report and stated that the forecast financial position of the Constabulary considered the current situation of lockdown and the other challenges highlighted previously. Overtime was being managed by the T/ACC, budgets had seen lower spending during lockdown due to less mileage being claimed and less use of pool cars. This was alongside the Blue Light two months of free fuel granted by the government to assist emergency services during Covid-19. The Assistant Chief Officer highlighted the increased spend due to PPE equipment, but added that this was offset by reductions in spend for stationary and printing. The Assistant Chief Officer stated that there was a forecast overspend by the end of the year for recruitment of additional officers, offset by staff budgets and a reduction in recruitment during lockdown. He added that a savings review had been conducted and would be shared with the PCC at the next PAF meeting. This included the capital programme which included the provisions for the centre of excellence purchased by the Constabulary at Hethersett Old Hall School
- the PCC queried how significant the loss of revenue from driver retraining scheme was during lockdown. The Assistant Chief Officer stated that this was highlighted in the report under section 2.9, but was a half a million pounds loss and Safety Camera Partnership meetings were in place to address this. The PCC questioned how much revenue the driver retraining scheme generated before Covid-19. The Assistant Chief Officer advised that he would need to find out for the PCC and inform him after the meeting although he reassured that there were still ongoing projects and that all funding was used for highway safety in some way. The PCC asked that if you paid a speeding fine would the money go back to the fund. The Assistant Chief Officer stated that it wouldn't and it would go to central government. The Chief Constable stated that they were now running virtual speed awareness courses which would be offered for the same cost. There was a period where they were not offered, but they are now again. He added that there was two months of lost income from this and he would have to assess how this affects the Community Safety Partnership and revisit later in the year

- the PCC queried the cost of PPE equipment. The Assistant Chief Officer stated that it would cost three quarters of a million by the end of a year; however, the Constabulary would look to recover these costs from the government. The PCC questioned if the Chief would have to look at all areas to save money, including the capital programme. The Assistant Chief Officer agreed that everything would be looked into, including the capital programme where short life assets would be included in the considerations. The PCC asked if a potential second wave of infections alongside a second lockdown and precept would make it difficult to plan next year's budget. The Assistant Chief Officer stated that worst-case scenario plans are in place in the Medium-Term Financial Plan which included all the previous items. The Constabulary had considered this and is working up options through challenge panels in September where they will be submitting options to the Chief Constable
- the Chief Constable stated that there had been a clear directive from the Prime Minister that Operation Uplift was to remain and so the Constabulary would proceed to continue to recruit additional officers, and so would need to ensure space was provided in the police estate for them to work if needed. Positive messages continued to be circulated through all officers and staff in the Constabulary. The Chief Constable added that with the announcement of the pay rise of 2.5% it will be a difficult funding settlement to achieve, but reviews were ongoing and he wanted to reassure colleagues by ensuring that the Constabulary had the best environment to work in that it can have. The PCC stated that the policing model and the estate strategy should consider the public and should always have the community in mind when making decisions as it is partly paid by the taxpayer. The Chief Constable stated that Norfolk Constabulary has been rated by HMICFRS as one of the best in the country for effectiveness and efficiency during a decade of austerity and it continued to aim to be efficient and effective
- the Assistant Chief Officer stated that the Constabulary had been given additional grant funding and the Constabulary currently has a £1m underspend in the budget. This is due to the impact of the pandemic and the underspend has been added to the Constabulary reserves to mitigate any funding shocks. The PCC asked how much money the Constabulary had in its reserves. The Assistant Chief Officer stated that there was £4.5m in the general reserves to absorb any funding shocks and that this will be maintained due to Covid-19. He added that there was £2m in the invest to save reserve, in which the funding went to change programmes commissioned by the Constabulary, £5.5m in the capital reserve to assist with purchase of capital assets and the majority of which went towards funding short-life assets. The PCC queried if the Constabulary borrowed money to fund capital assets. The Assistant Chief Officer advised that there had been some historic interest loans alongside capital interest that the Constabulary would borrow money to pay. He added that the rates were below 3% interest and the finance strategy was proven to be value for money

5. Constabulary Covid-19 Update

The Chief Constable spoke to the agenda item.

The key points discussed were as follows:

- the PCC stated that this agenda item had mostly been covered through previous discussions at the start of this meeting and asked the Chief Constable if there was anything further he wanted to add. The Chief Constable commended T/ACC Julie Wvendth on her work as Silver Group Command and added that he was happy to move on to further agenda items.

6. Emergency Services Collaboration Group Update

- the Chief Constable stated that good work had been completed with the Ambulance Service as they have trained a large number of staff to drive ambulance vehicles. Some collaborative work with the Fire Service had been suspended during the lockdown period, but is now up and running again. He also added that there had been positive dialogue between Police and the Fire Service throughout the lockdown period and this continued. The PCC stated that the Chief Fire Officer team occupied Building 8 of the Norfolk police estate and fire staff occupied space in the Control Room in Building 1. He then asked if the Fire Service were paying towards the cost of occupying the buildings. The Chief Constable stated that there was a greater level of integration ongoing, such as some of the Police stations that are co-located with the Fire Service. He added that further work was taking place at Holt Police Station and the collaboration between Fire and Police was far more integrated
- the Chief Constable stated that the bigger benefits were yet to be realised in the collaboration partnership, the quality of service was good and he was comfortable with the current working arrangements. The PCC queried if there was a balance of benefits and asked what could be done to absorb any financial hits. The Chief Constable stated that he was reviewing the financial arrangements, but made the point that they were collaborated emergency services and a lot of work was ongoing to further progress collaboration between them, such as Hethersett Old Hall School

7. 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 discussed the Covid-19 crisis, stated that the Constabulary will have to be ready to respond to any further challenges faced and added that he was confident that processes were in place to be able to do so. He also stated that the country was heading into recovery phase, school holidays were approaching and he was expecting more Black Lives Matter rallies to occur.

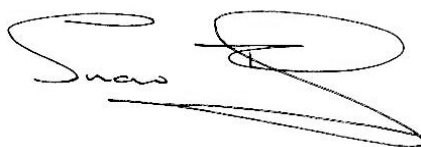
The Chief Constable announced that crime statistics were a big challenge for Norfolk Constabulary and added that violence and hidden crimes would be the focus for the Constabulary over the coming weeks

8. **Date of Next Meeting:**

Tuesday 29th September 2020 at 10:30am (venue TBC).



.....
Lorne Green
Police and Crime Commissioner



.....
Simon Bailey
Chief Constable

ORIGINATOR: Assistant Chief Officer Jasper

REASON FOR SUBMISSION: For Information

SUBMITTED TO: Police Accountability Forum – 29 September 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 Jasper

REASON FOR SUBMISSION: For Discussion

SUBMITTED TO: Police Accountability Forum

SUBJECT: Budget Monitoring Report 2020/21
(based on period to 31 July 2020)

SUMMARY:

1. This report provides a high-level financial overview of the Constabulary 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 July 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 and this has improved the forecast outturn compared to the previous PAF report by £0.484m.
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. In response, the Constabulary has undertaken an in-year review of savings and this 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. Following the transfer of funding to RCCO, the Constabulary is forecasting a revenue underspend of £0.500m.

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 31 July 2020, the total Constabulary Revenue Budget is forecast to underspend by £0.500m.
- 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 and this has improved the forecast outturn compared to the previous report by £0.484m.
- 1.3 In order to support the Constabulary in terms of liquidity, the Home Office have agreed to allocate the first half of the Uplift grant over 6 monthly instalments instead of quarterly in arrears.
- 1.4 The high-level summary at month 4 is as follows:

	Budget 2020/21 £000	Full Year Forecast £000	Over(-)/Under spend £000 %	
Chief Constable Operational Spending	180,256	179,756	500	0.28%
Transfer from Reserves	(223)	(223)	0	0.00%
Chief Constable Operational Spending (net)	180,033	179,533	500	0.28%

2. CONSTABULARY REVENUE BUDGET

- 2.1 The Constabulary Revenue Budget is forecast to be under-spent by £0.500m at the year-end. The main variances are explained below and provided in the following table:

	Budget 2020/21 £000	Full Year Forecast £000	Over (-) / Under Spend £000
Pay Related Costs	147,625	147,620	4
Other Employee Costs	1,620	1,631	(12)
Property Related Costs	16,125	16,111	14
Transport	3,553	3,474	79
Supplies and Services	14,697	14,602	95
Third party payments	3,737	3,784	(47)
Corporate	4,768	4,368	399
Income	(11,868)	(11,835)	(33)
Total	180,256	179,756	500

2.2 Pay Related Costs

- 2.3 The overall forecast position for pay related costs is on target, however this includes offsetting variances relating to officer and staff pay. An overspend of £0.422m 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 50 officers for this financial year, with strength at 1660 by year end, 40 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 £0.532m 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 £0.106m is forecast within police officer overtime, primarily relating to Safeguarding and Investigations. However, through careful management of officer resources, minimal overtime, less than £0.009m force-wide, has been incurred as a direct result of C19 to date.

2.7 Transport Related Costs

The forecast underspend of £0.079m relates to lower than budgeted expenditure within fuel. 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 underspend of £0.095m primarily relates to lower spend than budgeted office equipment. This is in addition to the amount identified within the in-year review of savings, which has been identified to help mitigate funding risks going into 2021/22 and is outlined in section 3.3. The previously reported forecast overspend of £0.225m relating to PPE has been removed following confirmation that medical grade PPE purchases will be refunded by the Home Office.

2.9 Corporate budgets

The forecast underspend of £0.509m is explained in para 3.1 below.

2.10 Income

The forecast shortfall of £0.033m includes an assumed loss of income relating to NDORS, sporting events and court income (£0.118m). This has reduced from the previously reported £0.471m shortfall due to the anticipated recovery of income due to COVID-19 from the Home Office. This is offset by additional income of £0.085m as a result of training provided to officers from other forces.

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 in that section, 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. This is a prudent course of action and the proposals are outlined below.

3.3 The following table provides a summary of the non-pay savings recovered into the corporate budget:

Corporate Savings:	£
Police Pay - Ill Health Retirements	200,000
Employee Costs (Redundancy / Pension Strain)	300,000
Transport Costs - Corporate	50,000
Contingency / Unallocated	380,180
Departmental Savings:	
Employee Costs	154,826
Transport Costs	186,311
Supplies and Services	221,672
Total	1,492,989

3.4 £0.890m of these funds has been used 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.

3.5 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.

4. TRANSFER FROM RESERVES

4.1 The budgeted transfer from reserves of £0.223m includes £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 £24.442m including slippage from 2019/20 of £11.063m and the transfer of £1.732m and £0.454m to Table A in respect of the Norfolk Learning Centre and the ERP project.

5.2 The current forecast expenditure at year-end is £14.797m. The underspend of £9.645m relates to the slippage of Estates schemes.

	Original Budget £m	Changes to be approved £m	Revised Budget £m	Forecast £m	Variance £m
Slippage from 2019/20	11.063	0	11.063		
Table A – schemes approved for immediate start 1 April 2020	13.379	0	13.379		
Total Capital Programme	24.442	0	24.442	14.797	9.645
Table B – schemes requiring a business case or further report to PCC(s) for approval	2.151	0	2.151		
Table C – Longer term, provisional schemes requiring further reports	0	0	0		
Total	26.593	0	26.593		

**Corporate Monitoring Report at 31st July 2020
NORFOLK CONSTABULARY**

FULL SUMMARY OF INCOME AND EXPENDITURE

	Budget 2020/21	Actual Year to Date	Forecast Outturn	(Over)/Under spend
	£000	£000	£000	£000
Pay and Employment Costs	148,732	48,717	148,722	9
Other Employee Costs	147,625	48,355	147,620	4
Property Related	1,620	195	1,631	(12)
Transport Related	16,125	5,518	16,111	14
Supplies and Service	3,553	917	3,474	79
Third Party Payments	14,697	5,057	14,602	95
Capital Financing	3,737	32	3,784	(47)
Contingencies	9,644	69	9,644	(0)
Movement to / from Reserves	4,768	0	4,368	399
TOTAL EXPENDITURE	201,768	60,142	201,235	533
Grant, Trading and Reimb Income	(11,868)	(696)	(11,835)	(33)
TOTAL INCOME	(11,868)	(696)	(11,835)	(33)
NET INCOME/EXPENDITURE	189,900	59,447	189,400	500

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 – 29th September 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 and Hethersett Old Hall.

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. Our furniture supplier Greshams has re-opened.

Statutory Servicing – Normal services have been maintained.

1.7 Facilities & PFI Services:

Cleaning, caretaking, waste and grounds - Our facilities contract with CBRE is still subject to some staff being furloughed. Service standards have improved over the last month, with additional cleaning and caretaking staff returning to work. 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 is subject to the PCC obtaining satisfactory planning permission following recent approval of the updated hubs business case (that remains subject to ongoing gateway reviews at relevant decision points in the process).

2.6 A planning application has been submitted to Broadland District Council for the new police station. This is due to be determined during September 2020.

2.7 Once planning permission has been secured, the land purchase will be completed. The next steps will be to review the final designs and place the same out to open market tender.

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

2.9 ACLE:

2.10 Subject to the ongoing gateway reviews regarding Broadland Police Station as outlined above, it is planned to relocate services to the new station. Shared facilities are being reviewed 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 Subject to the ongoing gateway reviews regarding Broadland Police Station as outlined above, it is planned to relocate services to the new station.

2.14 As of 1st 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 5th 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 13th 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 completion of the build is October 2020.

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 14th 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 29th April 2019. On 21st 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 6th January 2020. Their contract was terminated on 5th June 2020.

3.1.4 Fisher Bullen Builders of Fakenham (Part of RG Carter Group) are proposed to finalise the building work.

3.1.5 Outline planning permission has now been granted by North Norfolk District Council on 30th 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 13th 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 29th April 2019. On 21st June 2019 T. Gill & Son (Norwich) Limited went into administration, closing the site and not returning to continue with the project. The remaining works have been retendered, together with the Holt Police Station works as outlined above. BMA Construction Ltd had started on site on 6th January 2020 and have finished the works.

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 7th 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 26th September 2019.
- 4.4.5 Prior to final Estates Department recommendations being put forward to the PCC for the marketing and sale of the property, the site will be reviewed in the context of Operation Uplift (extra Police Officers).

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 3rd 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 31st 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 will see 4 classrooms open during September 2020, tutor offices, meeting space and scenario rooms open by December 2020 and 8 further classrooms, sports hall and driving school 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.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
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	89.5%	90.0%	-0.5 p.pt	
	% of 999s answered within 10 seconds	91.0%	89.9%	1.1 p.pt	
	Average time to answer 101* calls (county Only)	37 seconds Emergency – 00:05secs Priority – 05:17secs Routine – 06:59secs Advice – 07:53secs	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 (July 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 July 2019 – June 2020. The Public Confidence data from CSEW is based on the financial year April 2019 – March 2020.

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 (July 2019 to June 2020), 91.2% of emergencies in urban areas were attended within the target time and 87.8% 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	00:08:51
A Rural	00:11:57	00:11:24	00:11:31	00:12:25	00:12:43	00:10:58	00:13:43

- 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. Despite this trend in 999 calls, the number of CADs recorded as Grade A (emergency response) over the 12 months up to July 2020 has decreased by 2.1% against the long-term average (from 42,583 to 41,696), and is set against an increase of 3.9% 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 particularly over the period of lockdown.
- 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 91.0% 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 – 2019/20

	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	
Sep	7408	7914	8181	9324	9725	
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	

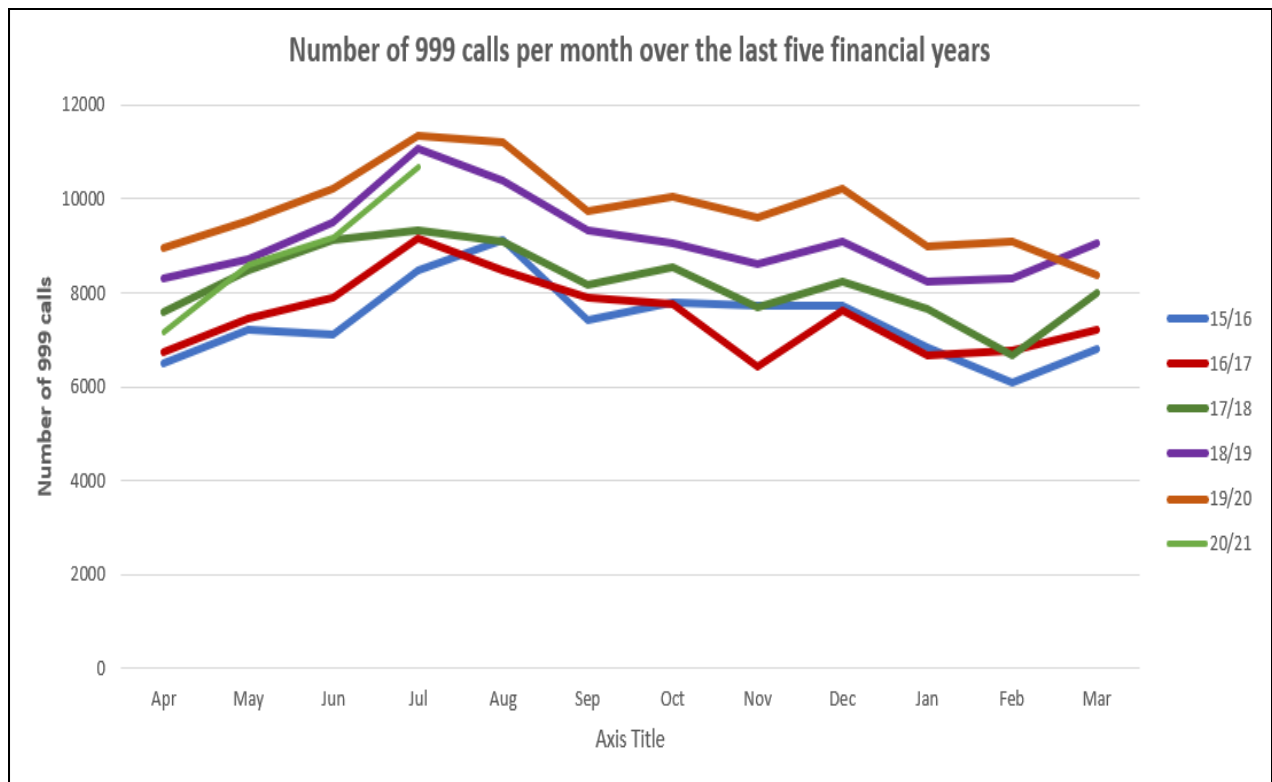


Figure 1: Number of 999 calls received in Norfolk by financial year 2015/16 – 2020/21

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.
- Work continues around the Constabulary's Digital Public Contact Strategy. The next phase is looking at the testing of a public-facing automated 'chat' capability for commonly asked questions and a 'web chat' facility.

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 September 2018. The Constabulary's score of 66.3% ranks Norfolk joint 5th 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 joint 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 Noting

SUBMITTED TO: Police Accountability Forum – 22 September 2020

SUBJECT: Update on the Norfolk Constabulary Uplift Programme

SUMMARY:

This paper aims to update the Norfolk Police and Crime Commissioner on the progress made by the Constabulary against the national plan to uplift the number of police officers.

The report will provide a;

- Summary of the Norfolk Uplift Plans
- Outline of the current progress on recruitment
- Update on the proposed approach to training
- Briefing on the operational impact of the increase in officers

RECOMMENDATIONS:

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

1. Introduction

1.1 This paper aims to update the Norfolk Police and Crime Commissioner on the progress made by the Constabulary against the national plan to uplift the number of police officers.

1.2 The report will provide a;

- Summary of the Norfolk Uplift Plans
- Outline of the current progress on recruitment
- Update on the proposed approach to training
- Briefing on the operational impact of the increase in officers

2. Summary of the Norfolk Uplift Plans

2.1 In September 2019 the Home Office announced a national plan to increase police officer numbers by 20,000 over the next three years.

2.2 In the first year, April 2020 to March 2021 the intention was to target a 6,000-officer increase.

2.3 A national formula was developed based around the current method used to distribute the police grant to fairly distribute this growth in officer numbers across all forces.

2.4 Despite the challenges of COVID-19 the focus on this programme has remained a priority for the Government.

2.5 Norfolk Constabulary was allocated 67 additional officers for the first period. The allocations of officer numbers for years 2 and 3 have not yet been confirmed by the Home Office.

2.6 The Home Office in liaison with the Constabulary have set the base figure for police officers in Norfolk as 1,677, this is the figure which will be used to track staffing numbers against target.

2.7 It should be noted that the Uplift Plans will need to address the challenge of increasing officer numbers alongside managing the normal programme of recruiting to fill vacancies through natural officer turnover, for example replacing officers that are coming up to retirement.

2.8 A Joint Norfolk and Suffolk Uplift Board where Norfolk is represented by the Deputy Chief Constable will oversee plans across the three years. A monthly return on progress is also shared with the Home Office.

2.9 Due to the projected impact of the increase in officer numbers across a range of policing functions (which include - Recruitment, Human Resources, Learning and Development, Finance and Norfolk's 2020 Modernisation Programme) the Joint Human Resources Team has been further strengthened with the appointment of a chief superintendent who will take responsibility for this project for both forces as well as managing the response for the Eastern Region (Norfolk, Suffolk, Essex,

Bedfordshire, Cambridge, Hertfordshire and Kent). They are being supported by a dedicated programme manager.

3. Outline of the current progress on recruitment

3.1 As of September 2020, with the current planned intakes of student officers the force is currently on target to reach a headcount of 1,772 by March 2021. This represents an increase of 95 over the Uplift base figure for Norfolk of 1,667. The additional numbers recruited over the 67 target for the year will then contribute to the recruitment target for April 2021 to March 2022 period.

3.2 Presently the recruitment team are receiving an estimated double the amount of applications per week than this time last year. There are currently an estimated 673 applications in the system. Additionally, there are also 22 transferee applications currently being considered.

3.3 Norfolk is tracking diversity as part of its recruitment plans. In a further effort to make sure that the diverse communities across Norfolk and Suffolk are reflected in this work a Positive Action Recruitment Advisor has also been appointed. Their initial work is assisting in;

- Supporting Black Asian Minority Ethnic (BAME) candidates through the recruitment process.
- Delivering a series of inputs to highlight the opportunities for a career in policing with City College and University of East Anglia students.
- Working with partners to develop a marketing strategy to set out the County's unique selling points.
- Supporting each of the district engagement officers to help identify the opportunity to offer the police career potential to the broadest cross section of the communities across Norfolk.

3.4 At the time of this report 7.7% of candidates are from the BAME community. Whilst there is clearly further work to be done the Constabulary can report progress when compared this figure to 2018, when just 1.77% of applications were from the BAME community.

3.5 The normal recruitment process involves;

- Application – submitted by the candidate.
- Applications are then assessed for suitability against the competency-based responses the candidate submitted
- Assessment Centre – Run nationally by the College of Policing, these events see candidates tested against the core skills of the role of constable to consider their suitability.
- Fitness test
- Final Interview
- Security Vetting and referencing
- Medical assessment and uniform fitting.

3.6 COVID has meant that final interviews are currently taking place over Skype and the medical assessment has moved to a written format.

3.7 The College of Policing in its COVID response has adapted the assessment centre element so that it can be run on-line and Norfolk is working with the College with the aim being able to independently run these assessment events locally. This will allow for a higher number of candidates to be processed giving greater capacity to the recruitment process.

4. Update on the approach to training

4.1 Norfolk Constabulary will move away from the Initial Police Learning and Development Programme (IPLDP) after it was reviewed by the College of Policing who recognised it was in need of an update.

4.2 The new programme, the Police Educational Qualification Framework (PEQF) looks to ensure new officers are equipped with the skills and capabilities necessary for the current operational policing environment.

4.3 The new route will offer two entry points;

- Police Constable Degree Apprenticeship (PCDA) – A three-year policing degree apprenticeship whilst serving as a police officer.
- Degree Holder Entry Programme (DHEP) – a two-year academic diploma for those candidates who already have a degree which can also be completed whilst serving as an officer.

4.4 The Police and Crime Commissioner has supported the Constabulary in this endeavour by endorsing and signing off a business case facilitating engagement in an academic partnership with Anglia Ruskin University. This will enable the awarding of the degree and diploma qualifications to those who successfully complete the respective courses.

4.5 Norfolk anticipates the first cohort of PCDA students will start in January 2022. Prior to this point student officers will follow a modified version of the IPLDP programme called “Pathway 104”. This hybrid programme includes a significant focus on the operational competencies from the PEQF package.

4.6 In order to support student officers through a significantly more robust academic learning-based approach a coaching and mentoring programme has been developed for supervisors to ensure there is improved work-based help available.

4.7 With the increase in the number of officers being recruited and the programmed introduction of the degree based initial police training programme there is an associated significant pressure on the Norfolk training estate. This issue has been further intensified factoring in the COVID guidance around social distancing. The matter has been addressed through the Police and Crime Commissioner overseeing and signing off the business case allowing for the purchase of Old Hall School at Heathersett. This new facility will be developed into a bespoke training site with four classrooms opening this month along with a scenario training block. Further developments are planned which include additional classrooms and refreshment areas with the site aiming to be fully operational by March 2021.

5. Briefing on the operational impact of the increase in officers

5.1 The Chief Constable and the Force Executive Team have reviewed the operational policing model. An evidence-based methodology has been used to ensure that additional numbers are allocated to critical functions where the service can be enhanced to the community. As the Uplift Programme progresses and more information is known on the additional numbers Norfolk can expect, this same approach will be utilised to deploy additional staff to where they are most needed.

5.2 Those work areas which will see a staffing uplift as a result of the first years increase include;

- Rape and Serious Sexual Offending – Where the demand continues to rise and we wish to improve our service and outcomes for our most vulnerable victims.
- The Local and Serious Organised Crime Team – To work alongside our neighbourhood policing teams to combat organised Crime Groups including County Lines.
- Operation Moonshot – The three proactive policing teams across the county targeting criminality across the road network.
- Detective roles in Safeguarding and investigations relating to Online Child abuse including Sexual abuse, and the multi-agency child exploitation team who engage with the children within our communities who are most vulnerable to sexual and criminal exploitation and proactively tackle the criminals seeking to exploit the vulnerable for either sexual or other serious criminal activities.
- Desk based investigations in Op Solve – which improves the timeliness of our service to victims.
- Contact and Control Room – to improve our service at the initial point of contact supervising the growing switchboard team (funded through the Police and Crime Commissioners 2019/20 precept rise).
- Investigations improvement – where the Constabulary is working to improve the investigations of volume crime following the HMIC area for improvement.

5.3 The Police and Crime Commissioner will receive further updates as the programme progresses.

END.

FINANCIAL IMPLICATIONS:

Decision notices signed off regarding – Purchase of Old Hall School and PEQF.

OTHER IMPLICATIONS AND RISKS:

NIL

		COUNTY			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Increase Visible Policing	Actual Strength: Police Officers	1,634	1,455	12.3%	
	Actual Strength: Police Staff	1,179	N/A	N/A	
	Actual Strength: Special Constabulary	180	197	-8.5%	
	Actual Strength: Police Volunteers (data from May 2016)	138	119	16.2%	
	Funded Strength: Police Officers	1,589	1,450	9.6%	
	Funded Strength: Police Staff	1,231	1,051	17.2%	
	% of Police Officer Funded Strength available for front line duties*	90%	89%	1%	
	% of people who agree that they have confidence in police (CSEW)	77.1%	81.1%	-4 p.pt	
	**% of people who agree that police deal with community priorities (CSEW)	54.9%	62.7%	-7 p.pt	

*Due to recording procedure, this data shows the % Effective Strength of the Force available for Front Line Duties. Officers who are out of the classroom and attending incidents under tutorship are not counted within this figure, as they are not recorded as effective until the point where they pass basic driving, however they are available for and undertaking front line duties.

Date range used – July 2019 – June 2020 for all metrics except public confidence measures, which use the range April 2019 – March 2020.

Recruitment continues towards increasing overall police numbers in line with government pledges, considering officer retirees in the coming years.

Norfolk Special Constabulary numbers have seen reductions over the last 12 months owing to members of the Special Constabulary being recruited to become regular police officers. To increase Special Constabulary numbers a more localised recruitment and training programme has been developed.

The Force continues to be very grateful to those who are willing to give their time in support of our mission and for our communities.

The effective strength of the uniform policing model has increased slightly to 90% since previous reporting, which is the level expected allowing for aspects such as long-Term Sickness, abstractions, maternity and officers in training.

The neighbourhood policing element of the Norfolk 2020 policing model is now fully established.

For an update on the Constabulary's response to the findings from the Crime Survey of England & Wales please see the commentary under the Priority 7 report.

ORIGINATOR: ACC MATTIN

REASON FOR SUBMISSION: For Information

SUBMITTED TO: Police Accountability Forum – 29 September 2020

SUBJECT:

Overview of the impact of COVID-19 on the Criminal Justice System in Norfolk

SUMMARY:

This report sets out an overview of the impact of the COVID-19 on the Criminal Justice System (CJS). It includes an update on the police and partner response to ensure that victims and witnesses are supported alongside ensuring offenders continue to be brought to justice.

RECOMMENDATIONS:

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

Impact of COVID-19 on the Criminal Justice System in Norfolk

1. Introduction

- 1.1 This report sets out an overview of the impact of the COVID-19 on the Criminal Justice System (CJS) and the police and partner response to ensure that victims and witnesses are supported alongside ensuring offenders continue to be brought to justice.

2. Background

- 2.1 The COVID emergency has imposed unprecedented challenges on the justice system. A Government priority was to ensure that the administration of justice did not come to a halt as a result of the pandemic and the emergency measures which were imposed to control it.
- 2.2 The CJS comprises a number of partner agencies including, among others, the Police, Crown Prosecution Service (CPS), Her Majesty's Courts and Tribunals Service (HMCTS) and the National Probation Service (NPS). The clear pressure point for the CJS was the impact on the criminal courts with delays to hearings and trials both in the Magistrates' and Crown Courts as COVID restrictions affected the capacity in the system across the courts estate.
- 2.3 In Norfolk and Suffolk, a Local Criminal Justice Board (LCJB) comprising the key CJS agencies and including the Police and Crime Commissioners for Norfolk and Suffolk has been established for many years and was well placed to coordinate the response and recovery plans.
- 2.4 The Board reviewed the local difficulties and challenges experienced during COVID 19 including the response and recovery plans from the key agencies to ensure that there was 'joined up' working and that the needs of victims and witnesses were being properly addressed.
- 2.5 The response required rapid changes to be implemented to ensure that essential work continued within the restrictions that COVID presented. The partner agencies, working together, needed to be flexible and creative in the design and development of the recovery phase to ensure it could be achieved and implemented in line with national guidance from the Ministry of Justice/ HMCTS / CPS and the National Police Chiefs Council.

3. Response phase

- 3.1 Initially and in order to address key risks a case prioritisation process was developed creating three categories, with only the most urgent and important cases being heard;
- Priority was given to hearings that related to custody, detention and bail, and urgent applications for matters such as domestic violence.
 - The second priority was for any public health or coronavirus prosecutions; sensitive and high-profile cases and cases involving children and vulnerable victims and witnesses; any serious and time sensitive youth cases and custody trials.

- The third category was all remaining cases.

- 3.2 There was an increased use of the virtual court system (in effect an audio and visual link between police stations, solicitors and the courts) and all remand hearings were then held virtually. The Norfolk Police and Crime Commissioner has already supported investment in this system and with a small increase in resourcing the Constabulary was able to ensure it was effectively used to contribute capacity to the court process whilst ensuring safe COVID working.
- 3.3 At this initial response stage, nearly all trials at Magistrates' and Crown Courts were suspended as a result of being unable to accommodate court users on site with social distancing requirements and the requirement to socially distance a 12-person jury still remains a challenge.
- 3.4 However, priority cases at Magistrates' Courts were heard and some Crown Court business, sentencing and pre-trial preparation hearings continued with judges operating remotely.
- 3.5 However, although some essential court business was completed the majority was adjourned until further options could be considered under the response phase to extend court capacity.
- 3.6 For the police, although there was a reduction in the number of suspects being arrested and taken into custody during the period of lockdown, the number of cases being submitted to the CPS and courts by the police (charges and postal requisitions) remained relatively constant at 670 per month and reflected the average number of cases a month from the previous year. It was clear officers were using the initial period where policing demand reduced to proactively continue their investigation work and they in turn were supported by an increase in CPS capacity to review and support investigations to the point of a charging decision.
- 3.7 In accordance with national guidance to manage court workloads, the times increased for those matters being bailed to the courts, 28 days for guilty pleas and 56 days for not guilty pleas compared with 14 and 28 days respectively pre COVID. Cases subject to postal requisition were remitted for 84 days.
- 3.8 The partnership acknowledged that there was an impact on victims and witnesses as they found themselves waiting longer for their cases to be heard or resolved.

4. Recovery phase

- 4.1 Having established an initial response all CJS agencies including the police have been working together under the oversight of the LCJB to implement recovery plans but it remains clear that whilst social distancing restrictions are in place the courts system will not be able to operate at pre-COVID levels until social distancing requirements are no longer required. As an example, at Norwich Crown Court, two court rooms will be required for one trial to accommodate the jury and court users. Trials where there are multiple defendants in the dock co-charged will also have to be delayed due to insufficient court room space.
- 4.2 All criminal courts in Norfolk are now open (King's Lynn had been closed during the response phase) and measures have been introduced at all courts to ensure compliance with COVID restrictions. The further use of audio and video technology

into court is being developed as an option. Police officers have been able to use 'Live Link' facilities at police stations for some time (when authorised by the court) to give their evidence remotely and this opportunity continues.

- 4.3 The courts are also looking to explore extending their operating hours to evenings and weekend to maximise the number of cases which can be heard but this is still subject to consultation with court users. Magistrates' Court lists in Norfolk will be extended in September to provide more capacity to hear cases with October seeing additional plans to target a reduction in the backlog through the provision of increased resourcing across all partners.
- 4.4 In the Magistrates' Courts, a court led triage process is in place to prioritise trials and there is engagement with victims and witnesses through the police Victim and Witness Support Team to update them on likely trial dates when their case will be heard.
- 4.5 Crown Courts continue to work through outstanding cases but trials are being prioritised by judges and listing officers but there will inevitably be delays following almost four months with no trials being heard and limited court capacity.
- 4.6 It is not currently possible to predict the timescale for when Magistrates or Crown courts will return to pre COVID levels but whereas during the response phase the number of cases coming into the system far exceeded those which were being dealt with, this disparity is now levelling off, but there remains a substantial backlog of cases to be dealt with.

5. Victims and Witnesses

- 5.1 The impact on victims and witnesses of these delays remains a key issue, and is something the LCJB is very aware of with its potential impact on public confidence.
- 5.2 The police led Victim and Witness Service (VAWS) team have experienced significant increases in workload with more victim and witnesses involved in active cases. In addition, they are also supporting the court led triage process by keeping victims and witnesses engaged and updated. It has been estimated nationally that the work of these teams has increased by 45%.
- 5.3 Looking to support victims of domestic violence the Constabulary's Domestic Abuse Safeguarding Team will make contact with an injured party where significant risk is identified at an early stage. The aim is to provide that support throughout the investigation and court process.
- 5.4 It is recognised there is a risk that attrition rates could increase as victims and witnesses potentially disengage with the CJS process and every effort is made by the police VAWS team and other agencies to keep victims and witnesses engaged but it is challenging. They are supported by the Joint Criminal Justice Services Department, the actual investigators of the case and partner agencies.
- 5.5 One positive development is the expected new provision enabled under Section 28 of the Youth and Criminal Evidence Act 1999 which will be introduced in Norwich Crown Court in November. This will mean that pre-recorded cross examination of children and vulnerable witnesses will be undertaken at an early stage, recorded,

and played to the jury at the time of the trial meaning these vulnerable groups will give their evidence much earlier in the process.

6. Other policing issues

6.1 The police will continue to deal with cases out of court through community resolution, caution or conditional caution where appropriate and in line with national guidance. This enables an early resolution to the case and finalisation for victims and witnesses. It is particularly useful in addressing low level matters.

6.2 Delays in cases reaching first hearing or progressing to finalisation at court or trial means that defendants are on bail for longer periods of time meaning managing the risk an individual presents will continue in some cases for an extended period. The police and partners retain the capability and capacity to oversee those individuals through a number of means;

- Those remanded in custody by the courts are subject to strict custody time limits when the case has to be heard.
- Police bail can be used to impose conditions on behaviour whilst an investigation takes place.
- Court bail conditions can be imposed when the matter reaches a hearing.
- The County's Multi-Agency Safeguarding Hub brings together key agencies and services to oversee the management of those that present a risk to others as well as offering specialist support to vulnerable victims.

7. Conclusion

7.1 The impact of COVID and the inevitable restrictions this placed on the CJS, in particular the courts has been unprecedented and challenging. Delays have built up in the court system as cases have not been able to be heard or subject of a trial.

7.2 HMCTS supported by police and partners have developed recovery plans for the criminal courts and some cases are now being heard based on a prioritisation / triage, but not at the same levels as pre COVID due to distancing requirements.

7.3 Further potential expansion with technology and extended hours are being considered but it will take some significant time for capacity within the system to bring the timeframes for cases back to pre- COVID levels.

7.4 The impact of this is felt across the CJS with partner agencies, but the role of the LCJB in coordinating agency responses has been beneficial. The greatest impact is likely to be felt by victims and witnesses with justice delayed and this will continue to be monitored at the regular LCJB meetings.

END.

FINANCIAL IMPLICATIONS:

NIL

OTHER IMPLICATIONS AND RISKS:

NIL

Area	Indicator	COUNTY		
		Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	1,571	1,538	2.2%
	Number of Personal Property Crimes	11,458	12,354	-7.3%
	Number of Hate Crimes	1,203	1,147	4.9%
	Serious Sexual Offence Crimes (SSO)	2,157	2,026	6.4%
	Number of Domestic Abuse Crimes (DA)	12,211	9,353	30.6%
	Number of Online Crimes	1,968	1,385	42.1%
	Number of Robbery Crimes	410	455	-9.9%
	Number of Violence with Injury Crimes	7,041	6,894	2.1%
	Number of Rural Crimes	528	428	23.3%
	Number of first-time entrants to the criminal justice system per 100,000**	204	303	-32.7%

*Personal property crimes include the following crime types:

- Burglary residential dwelling
- Burglary residential non-dwelling (sheds/garages etc.)
- Theft from the person
- Theft from motor vehicle
- Theft of motor vehicle
- Criminal Damage

**Long term average is generated from 3 years of YOT data with a timeframe of Oct 15 – Sept 18. Last 12 months of data is Oct 18 to Sept 19. Issues with data collection/extraction due to Covid-19 mean that this is the most up-to-date data that can be accessed.

		KING'S LYNN & WEST NORFOLK		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	255	242	5.3%
	Number of Personal Property Crimes	1,739	1915	-9.2%
	Number of Hate Crimes	141	137	3.1%
	Serious Sexual Offence Crimes (SSO)	312	282	10.7%
	Number of Domestic Abuse Crimes (DA)	1,829	1,406	30.1%
	Number of Online Crimes	288	227	27.0%
	Number of Robbery Crimes	49	52	-5.8%
	Number of Violence with Injury Crimes	1,073	1,034	3.8%
	Number of Rural Crimes	134	110	22.0%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

		BRECKLAND		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	248	227	9.3%
	Number of Personal Property Crimes	1,550	1,669	-7.1%
	Number of Hate Crimes	137	122	11.9%
	Serious Sexual Offence Crimes (SSO)	293	269	9.1%
	Number of Domestic Abuse Crimes (DA)	1,668	1,180	41.4%
	Number of Online Crimes	278	191	45.4%
	Number of Robbery Crimes	36	30	20.2%
	Number of Violence with Injury Crimes	912	908	0.5%
	Number of Rural Crimes	106	99	7.0%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

		NORTH NORFOLK		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	115	174	-34.1%
	Number of Personal Property Crimes	864	850	1.6%
	Number of Hate Crimes	64	56	13.5%
	Serious Sexual Offence Crimes (SSO)	151	194	-22.1%
	Number of Domestic Abuse Crimes (DA)	960	708	35.6%
	Number of Online Crimes	155	119	30.0%
	Number of Robbery Crimes	11	11	0%
	Number of Violence with Injury Crimes	502	467	7.4%
	Number of Rural Crimes	77	65	17.9%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

		SOUTH NORFOLK		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	157	169	-7.0%
	Number of Personal Property Crimes	1,255	1,307	-4.0%
	Number of Hate Crimes	110	97	13.6%
	Serious Sexual Offence Crimes (SSO)	242	237	2.1%
	Number of Domestic Abuse Crimes (DA)	1,308	930	40.7%
	Number of Online Crimes	197	149	31.9%
	Number of Robbery Crimes	22	23	-3.8%
	Number of Violence with Injury Crimes	686	594	15.5%
	Number of Rural Crimes	110	69	59.9%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

		BROADLAND		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	166	143	15.7%
	Number of Personal Property Crimes	1,232	1,118	10.2%
	Number of Hate Crimes	119	98	20.8%
	Serious Sexual Offence Crimes (SSO)	219	179	22.7%
	Number of Domestic Abuse Crimes (DA)	1,265	915	38.3%
	Number of Online Crimes	197	136	45.0%
	Number of Robbery Crimes	10	18	-43.8%
	Number of Violence with Injury Crimes	635	604	5.2%
	Number of Rural Crimes	70	62	12.1%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

		NORWICH		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	329	299	10.1%
	Number of Personal Property Crimes	3,003	3,409	-11.9%
	Number of Hate Crimes	434	453	-4.2%
	Serious Sexual Offence Crimes (SSO)	582	523	11.3%
	Number of Domestic Abuse Crimes (DA)	2,941	2,392	22.9%
	Number of Online Crimes	401	275	46.0%
	Number of Robbery Crimes	203	236	-14.1%
	Number of Violence with Injury Crimes	1,984	2,024	-2.0%
	Number of Rural Crimes	4	2	100%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

		GREAT YARMOUTH		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	250	242	3.5%
	Number of Personal Property Crimes	1,698	1,979	-14.2%
	Number of Hate Crimes	184	173	6.6%
	Serious Sexual Offence Crimes (SSO)	309	293	5.6%
	Number of Domestic Abuse Crimes (DA)	2,096	1,736	20.7%
	Number of Online Crimes	410	264	55.1%
	Number of Robbery Crimes	75	81	-7.8%
	Number of Violence with Injury Crimes	1,191	1,214	-1.9%
	Number of Rural Crimes	17	15	16.3%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

The long-term average for the number of crimes is a three-year average. This is used to smooth out seasonal variance and to avoid exceptional years in crime recording. However, the way we obtain data with respect to certain crime types (such as child sexual abuse, hate crimes, online crimes and rural crimes) makes comparisons with historical data difficult. Since October 2015, Norfolk and Suffolk have used a system to record crimes called Athena. This allows officers and staff to add keywords (such as Child Sexual Abuse, rural) to crimes to help categorise them for performance reporting, and we are now able to report on long term averages for all crime types. In some instances, however, historical data are still not available for certain categories of crime due to the constant evolution of the National Crime Recording Standards.

Whilst personal property crime has seen a decrease in recorded numbers there continues to be a rise in crimes most frequently perpetrated against vulnerable victims. The nature of Child Sexual Abuse, Serious Sexual Offences and Domestic Abuse crimes are such that victims are disproportionately likely to be vulnerable to further offences and to find it harder to recover from their experience of being a victim.

With regards to Child Sexual Abuse, it is clear that with increased reporting of both recent and non-recent offences and greater levels of peer-on-peer offending taking place online that there is an upward trend. This is replicated in other areas such as serious sexual offences and crimes of domestic abuse. This changing face of crime has been well documented within the Norfolk 2020 work and the Constabulary has allocated greater

resources to maintain service levels in these expanding areas. The development of the new investigation model, as evidenced by the imminent opening of a new Investigations Hub at Swaffham will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.

The number of recorded domestic abuse crimes has gone up by 30.6% in the last 12 months against the long-term average. Some of this increase is a consequence of changes in recording practice as reported previously but a proportion is a combination of a continued improvement in willingness to report and genuine increase in prevalence. When the crime and incident numbers are combined, the overall demand for domestic abuse is increasing. However, as previously mentioned, this is not totally negative – the increased willingness of victims to report domestic abuse crimes is entirely positive aspect of the increasing trend. This is in line with national domestic abuse trends and the causal factors are similarly believed to be national.

A great deal of work has been carried out by Norfolk Constabulary, the Office of the Police and Crime Commissioner and a range of partners over recent years in relation to safeguarding victims of domestic abuse. Whilst this work continues further measures are being introduced to not only seek prosecutions for those who perpetrate domestic abuse but to also seek to address the underlying behaviours of those who do so. One element of this work is the introduction of a pilot for a scheme known as Project CARA, which aims to introduce Conditional Cautions tied to compulsory workshop attendance to address domestic abuse offending behaviour in appropriate cases. During 2019-20 the preparation work in order to safely roll out the scheme has been developed. Whilst COVID 19 delayed roll out the aim is to commence the pilot in October 2020. A further element is a piece of work that is currently underway to address those high risk repeat domestic abuse offenders who simply move from partner to partner when measures are put in place to safeguard their victims. The methodology will be similar to the management of Registered Sex Offenders and will use a range of measures to identify and disrupt their offending behaviour whilst also seeking to address the underlying reasons that leads them to repeat their pattern of offending.

Serious Sexual Offences include crimes of rape and other serious sexual offences, such as sexual assault. Norfolk has experienced a percentage change of +6.4% in these crime types, again following similar trends nationally, but this rise is likely to reflect better recording practices and greater willingness to report offences over the long term as well as, potentially, greater prevalence overall. These figures include offences involving child-on-child offending, reporting of non-recent events and third-party reports. According to the Crime Survey of England and Wales, the number of police recorded crimes has not yet caught up with the survey results and it is likely that the increase seen will continue to rise. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime. In the last 12 months this has included the creation of additional supervisory posts to ensure that investigations into this form of criminality are carried out to the highest possible standard with an early focus on the issues which we know will be critical once cases come to court.

Norfolk Constabulary has a high performing Public Protection Unit (PPU), whose role is to manage all of the Registered Sex Offenders (RSOs) who reside in Norfolk. The work of the PPU is designed to manage the risk that RSOs present to the public and to prevent further offending. In the last year the Constabulary have taken the innovative step of introducing a Polygraph Team into the PPU, consisting of three trained and accredited polygraph operators. Whilst polygraph cannot be used for evidential purposes it is an extremely effective risk management tool. Its introduction to Norfolk has led to the discovery of several previous unknown offences and has uncovered an escalation in risky behaviour or thought patterns in a number of RSOs that has allowed for early intervention.

Robbery has decreased by -9.9% from the long-term average. It is the case that overall numbers of offences are relatively small and we should be wary of over-interpretation, especially outside of Norwich. It is nevertheless true to say that a focus on street-based offending linked to County Lines enforcement may be a factor in the marginal reduction seen in the city.

Better recording standards are believed to have influenced the 2.1% increase in offences of violence with injury compared to the long-term average. The majority of offences in this crime category are lower level assaults (the most common is Actual Bodily Harm) and this trend has been seen nationally. The majority of these assaults are investigated by officers within the County Policing Command who on average have less service than those in the CID. To support these officers the force has delivered a comprehensive training and improvement plan to give them the skills and knowledge they need to deliver effective investigations for the public.

Personal property crimes include the following crime types:

- Burglary residential dwelling
- Burglary residential non-dwelling (sheds/garages etc.)
- Theft from the person
- Theft from motor vehicle
- Theft of motor vehicle
- Criminal Damage

Regarding Personal Property crimes, of note is that theft of motor vehicle has decreased by 12% in the last 12 months compared to the long-term average. However, it is worth noting a shift in offending patterns has been identified, with higher-value vehicles being targeted and more organised offending groups. In particular, an increase in vehicle thefts where technology is being used to disable security is being attributed to criminal groups known to be operating across Norfolk, Suffolk, Essex, Kent and Cambridgeshire. A joint operation across Norfolk and Suffolk in 2019 led to the identification of a specific organised crime group targeting a specific brand of van. Police enforcement against the crime group led to the arrest of offenders and the disruption of their criminal activity. Furthermore, since

the beginning of the lockdown period in March 2020, there has been a national decrease in Personal Property crimes due to the changes in the behaviour of both victims and offenders. Norfolk has followed this trend, with the number of Personal Property crimes decreasing by 7.3% across the last 12 months. With the easing of restrictions, it is likely the offending will rise to normal levels again.

Rural crimes figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crimes through its safer neighbourhood teams, and through targeted resources such as Op Randall and Op Moonshot. King's Lynn & West Norfolk, Breckland and South Norfolk saw the highest number of rural crimes over the last 12 months.

Whilst rural crime has seen an increase the National Farmers Union's (NFU) annual report on the impact of rural crime (based on claims received by the NFU) noted that Norfolk was one of the few counties where the cost of crime had fallen. Norfolk saw a 7.1% drop in the cost of crime from £1,357,804 in 2018 to £1,260,881, bucking the national trend which saw a 9% increase.

Operation Moonshot continues to go from strength to strength with teams now active across the force area. Their targeted use of intelligence-led targeting of vehicle-borne criminals has been reported before but was recognised in November 2019 with the granting of a 'World Class Policing Award' at a ceremony in central London.

Operation Gravity has been a sustained effort since November 2016 to prevent County Lines drugs offending in Norfolk, although enforcement efforts have stretched far beyond the county boundaries to capture those exporting misery to our county from London or other major cities. Many hundreds of warrants have been executed alongside an equivalent number of search operations on vehicles and suspected offenders on foot in urban areas. The constabulary continually monitors intelligence on county lines groups as they emerge and officers are tasked to disrupt them before offenders can gain a foothold in Norfolk. Most recently the force has been praised nationally for its work with the Metropolitan Police Service to identify offenders who control dealer lines in Norfolk without themselves being involved in street-level dealing. Tackling this tier of criminals is vital to interrupting the exploitation of vulnerable individuals who are forced in to running drugs or harbouring dealers and the lessons learned through our work with the Metropolitan Police Service (MPS) are being embedded locally as well as shared as national best practice.

First time entrants (FTE) into the Criminal Justice System is a measure that is expressed per 100,000 population of Norfolk's 10-17-year olds. The number of 10-17-year olds entering the criminal justice system continues to fall. This has reduced to 204 per 100,000 for the last 12 months from a three-year average of 303.

ORIGINATOR: Chief Constable

REASON FOR SUBMISSION: For Information

SUBMITTED TO: Police Accountability Forum – 29 September, 2020

SUBJECT: Complaints and Professional Standards Update

SUMMARY:

1. This report relates to Complaints, Misconduct and Professional Standards information for the period 1st April 2019 to 31 March 2020.
2. The report provides the following information:
 - Complaints about Police Officer and Police Staff
 - Compliant reduction and trends
 - Service recovery
 - PCC Dip Sampling
 - Discipline Outcomes
 - Lessons learned

RECOMMENDATION:

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



NORFOLK
C O N S T A B U L A R Y

Our Priority is You

Professional Standards Department

Complaints Review

1 April 2019 to 31 March 2020

<u>CONTENTS</u>	<u>Page Number</u>
Introduction and Executive Summary	3-6
Complaint Key Indicators Contextual Information	7-8
Public Complaint Cases and Allegations	9
Allegation Types Recorded	10-11
Allegations Finalised by Means	12
Outcome of Allegations Allegations Finalised by Other Means	13-14
Force Appeals	15
Service Recovery	16
Complaints made by BAME	17-19
Complaints of Discriminatory Behaviour	20
Allegations of Discriminatory Behaviour	21-22
Complaints made by under 18's	23
Most Similar Forces data	24
Internal Investigations	25-26
Misconduct and Disciplinary outcomes	27
Resignations Public Hearings	28
Lessons Learned	29
Glossary	30-31

Introduction

This report presents figures on public complaints relating to Norfolk Constabulary, recorded during the period, 1 April 2019 to 31 March 2020 (Quarter 1 to Quarter 4 2019/20). These complaints are made by members of the public and under the Police Reform Act (PRA) 2002, forces are required to record complaints made by the public in relation to the conduct of those serving in the force. The Policing and Crime Act 2017 made significant changes to the police complaints system introducing a number of changes designed to achieve a more customer-focused complaints system.

From 1 February 2020 all dissatisfaction received is handled under new Regulations. Instead of a complaint being defined as relating to the conduct of an individual officer, a complaint can now be made about a much wider range of issues including the service provided by police as an organisation.

The changes allow for certain types of complaint to be recorded and resolved outside the requirements of Schedule 3 of the PRA 2002, while those which have been recorded under Schedule 3 may be handled reasonably and proportionately by investigation, otherwise than by investigation or in some circumstances by taking no further action.

There is an increased focus on responding to matters in a timely way to secure confidence in the police complaints system, providing good customer service and on learning and improvement. A Reflective Practice Review Process has been introduced which encourages officers to reflect and learn from any mistakes or errors but with an emphasis on finding solutions rather than focusing on a punitive approach.

Changes to legislation replaced the right of appeal with a right to apply for a review of the outcome of the complaint and the responsibility for these reviews is with the local policing body. This change is aimed to increase independence and transparency.

Data for this report is extracted from the Professional Standards live case management system on a quarterly basis and includes complaints handled under both the old and new Regulations.

Executive Summary

- Public complaint numbers recorded in the reporting period, 1 April 2019 to 31 March 2020, have increased by 25% compared to 2018/19. A total of 449 public complaints were recorded in the reporting period compared to 358 complaints in 2018/19. Allegations recorded have increased by 17% from 751 allegations in 2018/19 to 881 in 2019/20.

A rise in complaint figures was expected due to the changes in Regulations and recording standards resulting in more complaints being recorded. An increase in allegation numbers was also expected due to the rise in complaints.

The allegation categories have been reviewed by the Independent Office for Police Conduct (IOPC) and have increased from 27 to 45 categories/sub categories meaning that direct comparison cannot be made to previous years.

For the purposes of reporting, data relating to complaints recorded under the new Regulations have been separated from those recorded prior to 1 February 2020.

Of the complaints recorded under old Regulations, 'Other neglect or failure in duty' allegations remain the largest percentage of all allegations recorded.

- 'Other neglect or failure in duty' represents 38% of all recorded allegations. In the reporting period 285 allegations were recorded in comparison to 39%, 290 allegations in 2018/19. Typically, allegations relate to areas such as failing to update/contact the victim and failure to investigate appropriately. Learning identified through these complaints is fed back to the Professional Standards Department and regularly disseminated to the Force to highlight the key areas of learning to officers and staff.

The allegation category of 'Other neglect or failure in duty' no longer exists under new Regulations and issues of this type will now generally be recorded as 'Delivery of duties and service' which contains four sub categories of:

- A1 Police action following contact
- A2 Decisions
- A3 Information
- A4 General level of service

Since the introduction of the new Regulations 59 allegations have been recorded under 'Delivery of duties and service' which is 47% of the total 125 allegations recorded under new Regulations.

Initial review of the common themes recorded under the new category relate to complaints around a lack of positive action being taken, disagreement with the decision, the standard of investigations, timeliness/lack of progress and a lack of victim updates.

- 'Incivility, impoliteness and intolerance' is the second highest allegation category recorded under the old Regulations. It represents 11% of all recorded allegations in 2019/20 which is 82 allegations, compared to 14%, 103 allegations recorded under this category in 2018/19.

The allegation category of 'Incivility, impoliteness and intolerance' has been replaced by 'Individual behaviours' however this also includes the categories of 'Oppressive conduct or harassment' and 'Lack of fairness and impartiality'. This new allegation category is broken down into the following sub categories:

- H1 – Impolite language/tone
- H2 – Impolite and intolerant actions
- H3 – Unprofessional attitude and disrespect
- H4 – Lack of fairness and impartiality
- H5 – Overbearing or harassing behaviours

Since the introduction of the new Regulations, 26 allegations have been recorded under the category of 'Individual behaviours' which is 21% of the total recorded.

- The third largest category of complaint is 'Oppressive conduct or harassment'. A total of 56 allegations were recorded in 2019/20 which is 7% of the total. This compares to 43 allegations, 6% in 2018/19.

- There has been an increase in ‘Discriminatory behaviour’ allegations recorded in 2019/20. The 31 allegations recorded represent 3.5% of the total recorded and this is a rise from the 19 allegations recorded the previous year, which was 2.5% of the total. Of the 31 allegations recorded, 18 have been made under the protected characteristic of Race and further details of these allegations are contained within the report.

Discrimination complaints can be directly compared against previous years.

- In 2019/20 reporting period it took, on average, 89 working days to finalise allegations by local resolution and 92 working days to locally investigate allegations. This is a decrease from the 100 working days for local resolution and 144 working days to finalise locally investigated allegations in the previous year. The complaints management unit has put resources into managing complaints and offering more support to investigating officers to reduce the number of days taken to resolve complaints.

Indications from the Independent Office for Police Conduct are that they will measure timeliness for complaint cases handled outside of Schedule 3 and complaints handled under Schedule 3 both by local investigation and not subject to investigation.

- Public complaints recorded under the old Regulations were monitored to ensure the Force complied with the IOPC requirement to record public complaints within 10 working days. Of the 449 public complaints recorded in 2019/20, under the old Regulations, 80% were recorded within 10 working days.

Under the new Regulations, public complaint recording times will not be measured in the same way. There is no longer a requirement to log complaints within a specific time period however the IOPC have advised they will measure timeliness in respect of the time taken to log complaints and to make initial contact with the complainant.

- Of the allegations finalised on public complaints recorded under the old Regulations, 51% were locally resolved and 37% were locally investigated.

The way in which complaints are handled has changed significantly with the introduction of the new Regulations. The principle of ‘**Listen, say sorry, fix it**’ allows officers to be creative about what action will be most useful to provide meaningful answers to the concerns raised, and any actions should be reasonable and proportionate. The aim is to remedy the dissatisfaction and identify any learning.

Complaints handled outside of Schedule 3 will either be resolved or not resolved, while Schedule 3 complaints will determine if the service provided was acceptable or not.

- A total of 23 public complaint allegations were upheld which is 9% of all allegations investigated. This is a decrease from the 45 allegations upheld in the same period in 2018/19, which was 14% of the allegations investigated.

The number of allegations resulted following investigation over the year has fallen from 40% in 2018/19 to 37% in the reporting period and this may have impacted the number of allegations upheld.

- In 2019/20 the Force received 50 valid appeals against all categories of appeal. A total of 11 appeals have been upheld which is 22%.
- The service recovery process allowed for low level matters, where there is no complaint, to be dealt with quickly and to the satisfaction of the member of public.

In 2019/20, 214 service recovery matters were recorded and of those, 25 cases (12%) were unable to be resolved and were recorded as formal complaints.

Issues received in Force after 1 February 2020 are no longer handled through service recovery but are assessed and recorded as complaints outside Schedule 3 where appropriate.

- 17 complainants from BAME backgrounds were recorded, which is 3.65% of the 466 individual complainants received. Complainants are not required to provide their ethnicity when making a complaint and the complainant ethnicity has only been completed on 57% of records, therefore 199 complainants are recorded where the complainants ethnicity is shown as unknown.
- A total of 40 internal conduct cases were recorded against police officers, members of the Special Constabulary and members of police staff between 1 April 2019 and 31 March 2020. A misconduct hearing was held for one former police officer and for a member of police staff and five police officers attended misconduct meetings.
- A total of 11 "Learning Times" bulletins have been published and disseminated across the Force in the reporting period together with three "InFocus" documents containing bespoke learning covering Body Worn Video, a publication detailing the changes to the complaints Regulations and a publication in response to Covid-19 offering advice to officers and staff.

Table A: Key Indicators Relating to Handling of Complaints

Measure	Q1-Q4 2019/20	Q1-Q4 2018/19	Q1-Q4 2017/18
Average number of working days to locally resolve allegations	89	100	102
Average number of working days to finalise allegations by local investigation	92	144	160
% of cases recorded within 10 working days	80%	90%	87%

The data above relates to all complaints recorded under the old Regulations, prior to 1 February 2020. Under the old Regulations, the IOPC recording guidance required public complaints to be recorded within 10 working days.

Table B: Key Indicators Relating to Handling of Complaints – New Regulations

Complaints recorded under new Regulations will be measured on the length of time taken to log the complaint and make initial contact with the complainant. Of the 79 public complaints recorded in February and March 2020 the timeliness has been reviewed as follows:

Measure	1 February to 31 March 2020
% of cases logged within 2 working days	90%
% of complainants contacted within 5 working days	77%

Table C: Contextual Information Relating to all Allegations and Outcome

A total of 881 allegations have been recorded in the reporting period. Of those allegations, 756 are recorded under the old Regulations. The table below details allegations recorded and outcomes under old Regulations in comparison to the previous two years:

Measure	Q1-Q4 2019/20	%	Q1-Q4 2018/19	%	Q1-Q4 2017/18	%
Recorded allegations						
Number of 'other neglect or failure in duty'	285	38	290	39	348	42
Number of 'incivility, impoliteness and intolerance'	82	11	103	14	104	12
Number of 'oppressive conduct or harassment'	56	7	43	6	29	3
Number of 'other assault'	47	6	51	7	61	7
Number of 'breach Code C PACE'	45	6	52	7	57	7
Number of 'lack of fairness and impartiality'	45	6	39	5	33	4
Outcome of allegations						
Number of discontinued/disapplied	33	5	66	8	66	8
Number of withdrawn	48	7	50	6	44	5
Number of upheld investigations	23	9	45	14	56	12
Number locally resolved	350	51	374	46	259	31
Special Requirements investigations*	1	0.5	12	4	30	7

*The IOPC Statutory Guidance indicates a complaint is subject to special requirements where the officer may have committed a criminal offence, or behaved in a manner which would justify the bringing of disciplinary procedures.

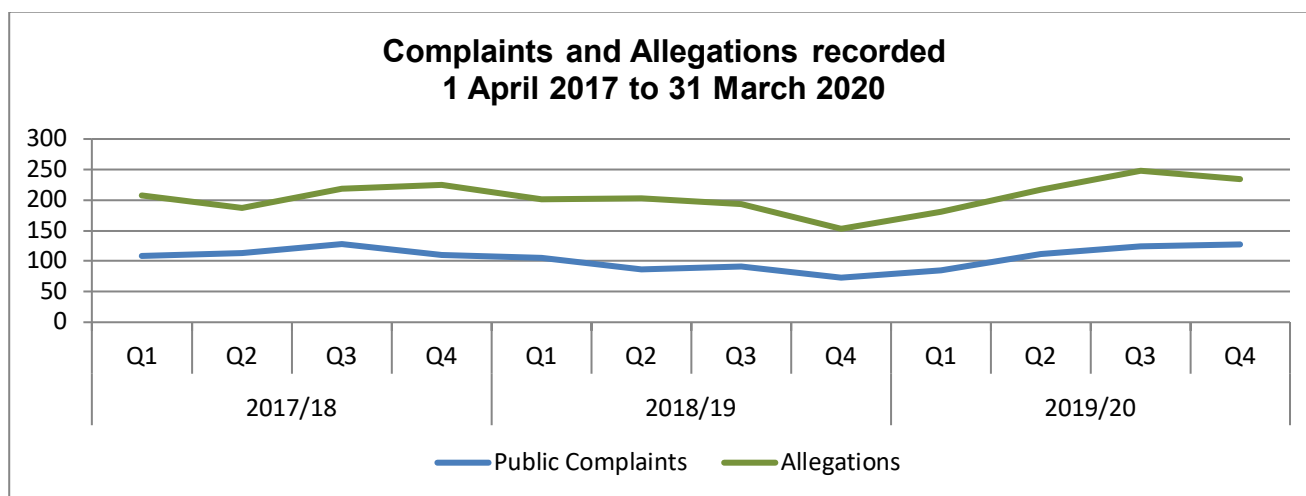
Table D: Contextual Information Relating to all Allegations and Outcome – New Regulations

A total of 125 allegations have been recorded on complaints handled under new Regulations and details of the top 5 allegation categories recorded are detailed in the table below:

<u>Measure</u>	<u>Feb-March 2020</u>	<u>%</u>
Recorded allegations		
Number of 'Delivery of duties and service'	59	47
Number of 'Individual behaviours'	26	21
Number of 'Police powers, policies and procedures'	24	19
Number of 'Handling of or damage to property/premises'	6	5
Number of 'Discriminatory behaviour'	4	3
Outcome of allegations		
Number of resolved allegations	22	81
Number of no further action allegations	5	19

Only a small number of complaints received in Force after 1 February 2020 have been finalised and details of these are recorded above.

Public Complaint Cases and Allegations



(Chart 1): The above chart shows all public complaint cases and allegations recorded quarterly over the last three years

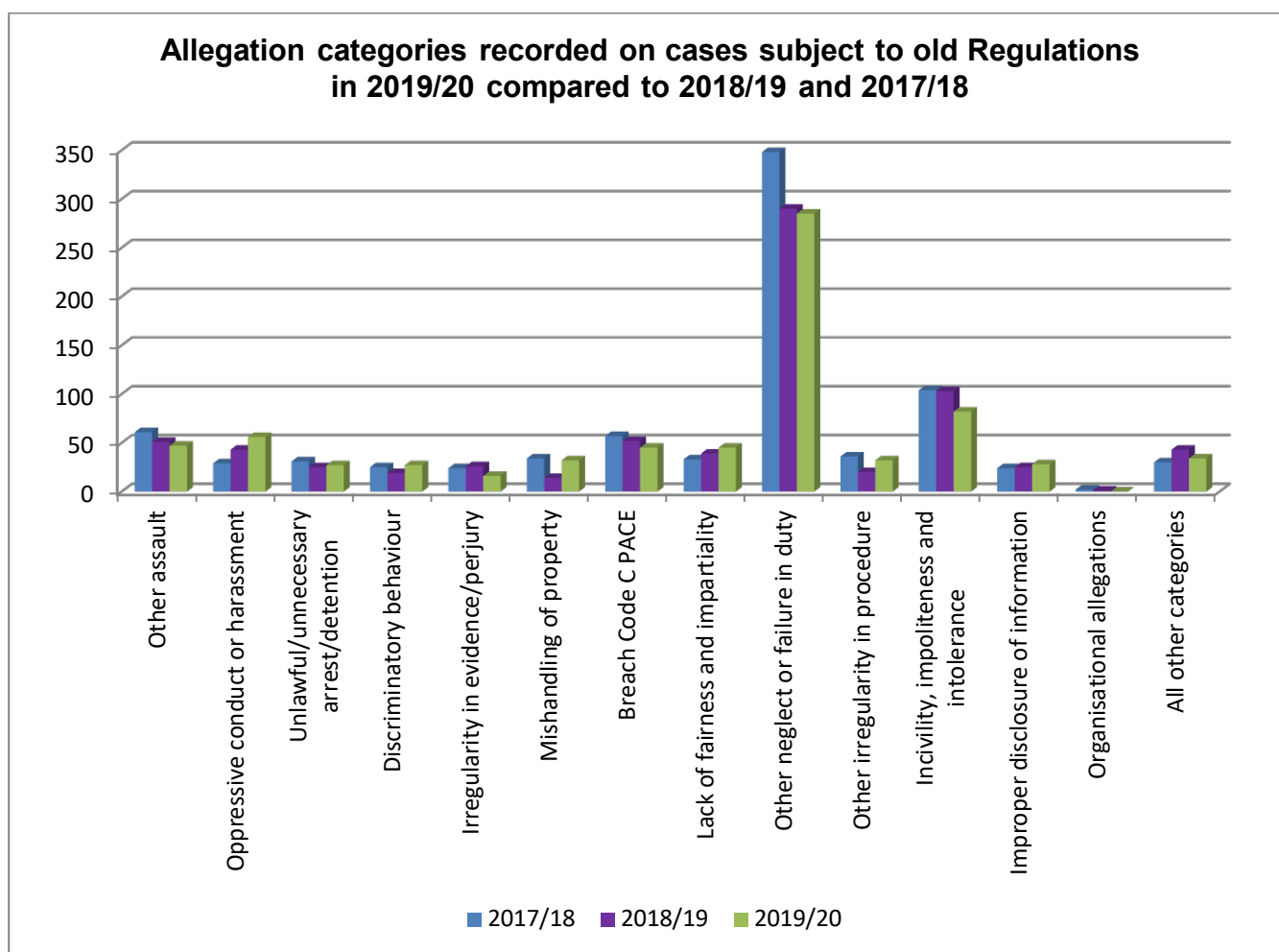
Table E: Public Complaint cases and allegations recorded

<u>Year</u>	<u>Quarter</u>	<u>Complaint Cases Recorded</u>	<u>Allegations Recorded</u>
2017/18	Q1	109	208
	Q2	114	187
	Q3	128	218
	Q4	110	225
2018/19	Q1	106	201
	Q2	87	203
	Q3	92	194
	Q4	73	153
2019/20	Q1	85	181
	Q2	112	217
	Q3	125	248
	Q4	127	235

Note: Allegations recorded during specified periods may also include allegations added to existing cases. i.e. 248 allegations have been recorded during Q3 2019/20. Of those, a proportion may be new allegations added to cases already recorded in the previous quarter.

Of the 127 complaints recorded in Q4 2019/20, 79 were recorded under the new Regulations. Of those, 42 have been recorded under Schedule 3 and 37 have been recorded as outside of Schedule 3.

Allegation Types Recorded – old Regulations



(Chart 2): The above chart details the number of allegations under each category recorded on public complaints handled under the old Regulations. The allegation categories which have the largest number of issues recorded under them are represented, with all other categories being grouped together. A total of 756 allegations have been recorded on the public complaints.

The top six highest recorded allegation categories for the reporting period are as follows:

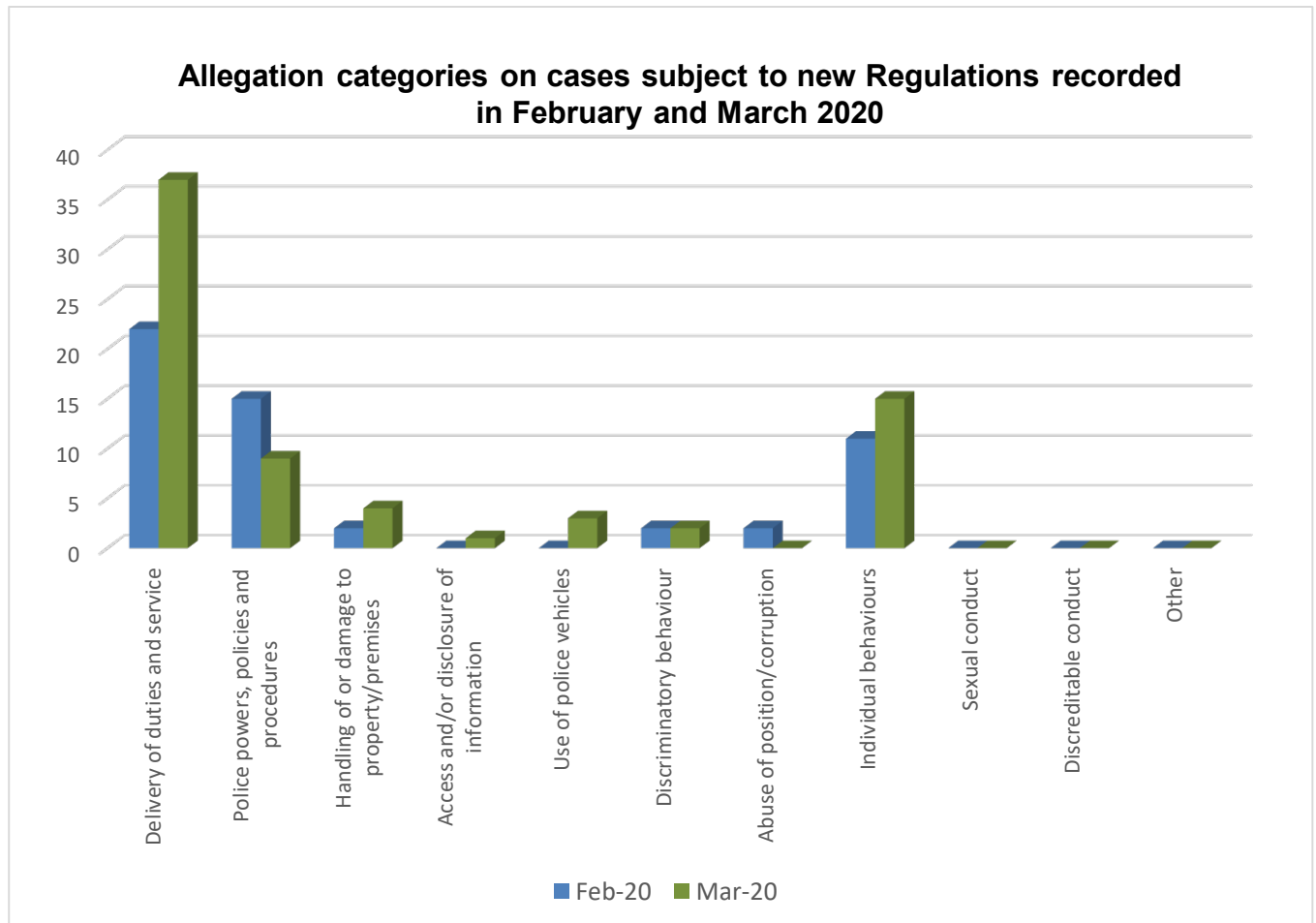
- Other neglect or failure in duty – 285 allegations recorded (38%)
- Incivility, impoliteness and intolerance – 82 allegations recorded (11%)
- Oppressive conduct or harassment – 56 allegations recorded (7%)
- Other assault – 47 allegations recorded (6%)
- Breach Code C PACE – 45 allegations recorded (6%)
- Lack of fairness and impartiality – 45 allegations recorded (6%)

The allegation of 'Other neglect or failure in duty' is the largest category however the percentage of allegations recorded under this category has reduced from 39% recorded in 2018/19 and 42% in 2017/18.

No Organisational allegations have been recorded in the reporting period.

In addition to the 756 allegations recorded on public complaints under the old Regulations, a total of 125 allegations have been recorded on complaints recorded under the new Regulations. The introduction of the new Regulations on 1 February 2020 brought with it a change to the allegation categories.

(Chart 3): The chart below shows the categories recorded in the first two months since the introduction of the new Regulations



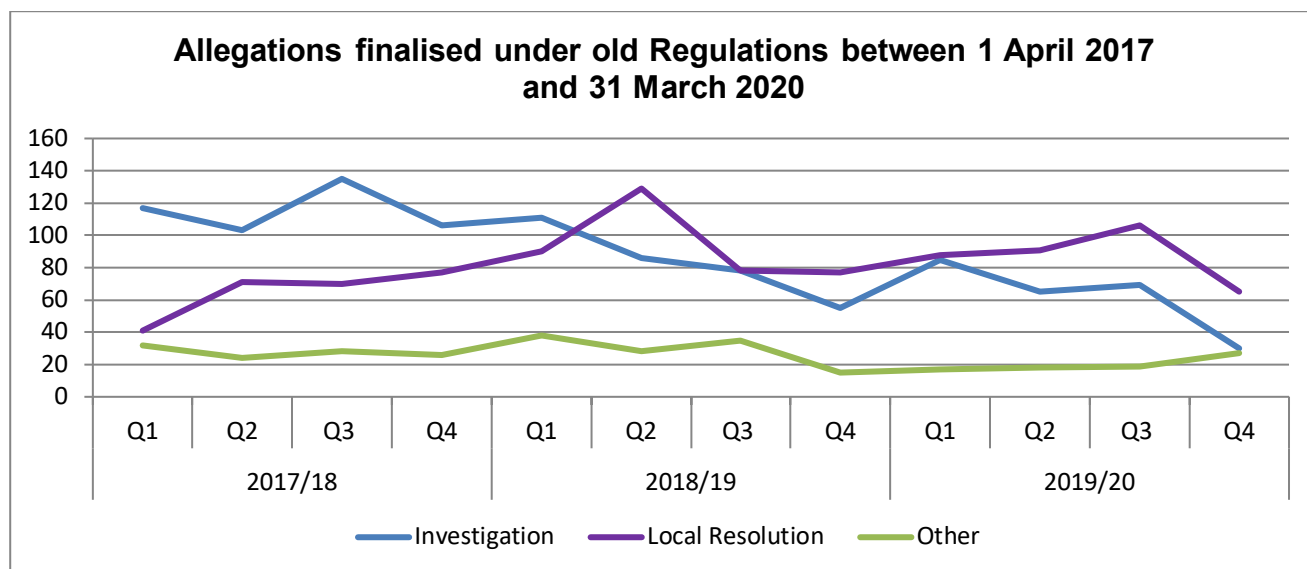
The allegation category of 'Delivery of duties and service' is about the service received from the Police and is broken down into four sub categories as follows:

- A1 Police action following contact
- A2 Decisions
- A3 Information
- A4 General level of service

A review of the allegations recorded under the two largest categories of 'Police action following contact' and 'Information' has been conducted and the key areas of complaints are around a lack of positive action being taken, disagreement with the decision, the standard of investigations, timeliness/lack of progress and a lack of victim updates.

Allegations Finalised by Means

All public complaints received and recorded before 1 February 2020 are subject to the old Regulations and as such will continue to be handled by way of local investigation, local resolution, disapplication, discontinued and withdrawn.



(Chart 4): The chart above shows the means by which allegations have been finalised. The means by which an allegation can be finalised are 'Investigation' (local, supervised, managed and independent), 'Local Resolution' and 'Other' (disapplication, discontinued and withdrawn)

Table F: Outcome of allegations under old Regulations

<u>Year</u>	<u>Quarter</u>	<u>Investigation</u>	<u>Local Resolution</u>	<u>Other</u>
2017/18	Q1	117	41	32
	Q2	103	71	24
	Q3	135	70	28
	Q4	106	77	26
2018/19	Q1	111	90	38
	Q2	86	129	28
	Q3	78	78	35
	Q4	55	77	15
2019/20	Q1	85	88	17
	Q2	65	91	18
	Q3	69	106	19
	Q4	30	65	27

Of the allegations finalised in 2019/20, 37% were locally investigated and 51% were locally resolved.

Table G: Outcome of allegations finalised by investigation

<u>Year</u>	<u>Quarter</u>	<u>Upheld</u>	<u>%</u>	<u>Not Upheld</u>	<u>%</u>	<u>Special Requirements</u>	<u>%</u>
2017/18	Q1	12	10	96	82	9	8
	Q2	16	16	83	81	4	4
	Q3	16	12	111	82	8	6
	Q4	12	11	85	80	9	8
2018/19	Q1	22	20	88	79	1	1
	Q2	10	12	68	79	8	9
	Q3	5	6	71	91	2	3
	Q4	8	15	46	84	1	2
2019/20	Q1	5	6	79	93	1	1
	Q2	12	18	53	82	0	0
	Q3	5	7	64	93	0	0
	Q4	1	3	29	97	0	0

Due to rounding up/down the percentages may not add up to 100%

The above table details the outcome of allegations recorded against public complaint cases which were subject to local investigation. The complaint is upheld where there has been an unreasonable breakdown in service or failure in service which has adversely affected the complainant. This does not imply that there is a case to answer for misconduct/unsatisfactory performance by a police employee. The recorded percentage is of those cases locally investigated only.

Of the allegations locally investigated in the reporting period, 1 April 2019 to 31 March 2020, 9% of allegations were upheld.

One allegation was finalised under Special Requirements in the reporting period and it was determined there was no case to answer.

Table H: Allegations finalised by other means

<u>Year</u>	<u>Quarter</u>	<u>Local Resolution</u>	<u>%</u>	<u>Withdrawn</u>	<u>%</u>	<u>Dispensed/ Discontinued/ Disapplication</u>	<u>%</u>
2017/18	Q1	41	22	14	7	18	9
	Q2	71	36	14	7	10	5
	Q3	70	30	3	1	25	11
	Q4	77	37	13	6	13	6
2018/19	Q1	90	38	21	9	17	7
	Q2	129	53	15	6	13	5
	Q3	78	41	9	5	26	14
	Q4	77	52	5	3	10	7
2019/20	Q1	88	46	12	6	5	3
	Q2	91	52	11	6	7	4
	Q3	106	55	13	7	6	3
	Q4	65	53	12	10	15	12

The recorded percentage is of all cases finalised during the reporting period

Complaints recorded and handled outside of Schedule 3 of the Police Reform Act 2002 will be resulted as either 'resolved' or 'not resolved'. If the complaint is not resolved the options will be to take no further action or to record the complaint under Schedule 3.

Schedule 3 complaints will be handled either by way of investigation, otherwise than by investigation or no further action.

The available outcomes for handling complaints by way of investigation or other than by investigation are:

- the service provided by the police was acceptable
- the service provided by the police was not acceptable
- we have looked into the complainant but have not been able to determine if the service provided was acceptable

A total of 27 allegations recorded under the new Regulations have been finalised in the reporting period.

- 22 allegations were resolved (handled outside of Schedule 3)
- 5 allegations resulted in no further action (Schedule 3 complaints)

Force Appeals

The appeal body for complaints recorded under the old Regulations is either the Appropriate Authority (the Constabulary) or the IOPC. An assessment of the complaint is conducted on receipt to determine the relevant appeal body (RAB) and a review of the RAB is completed at the conclusion of the investigation.

New Regulations introduced from 1 February 2020 replaced the right of appeal with a right to apply for a review of the outcome of the complaint and the responsibility for these reviews is with the local policing body (Office of the Police and Crime Commissioner). The change is aimed at increasing independency and transparency.

The following data relates to appeals made under the old Regulations where the Force holds the responsibility for conducting the appeal.

Within the reporting period, 1 April 2019 to 31 March 2020, 50 valid appeals against all categories were received by the Force.

All the appeals recorded in the reporting period have now been finalised

Table I: The table below details the categories under which the appeal was made and details the outcome and a percentage of appeals upheld:

Category of Appeal	Upheld	Not Upheld	Total	% Upheld
Outcome of Police Investigation	0	5	5	0%
Outcome of Local Resolution	11	31	42	26%
Application of Disapplication	0	3	3	0%
TOTAL	11	39	50	22%

The percentage of upheld appeals across all categories is 22%

The average number of working days taken to finalise appeals recorded in the reporting period is 21 days.

To compare the data to 2018/19, a total of 60 valid appeals were received and reviewed. The percentage of appeals upheld across all categories was 18% and it took on average 21 working days to finalise the appeals.

Service Recovery

The service recovery process allowed for low level matters, where there is no complaint, to be dealt with quickly and to the satisfaction of the member of the public.

Under the new Regulations, service recovery matters are no longer recorded as such. Low level matters of dissatisfaction referred to PSD are assessed and where appropriate recorded as public complaints of which many are suitable for handling outside of Schedule 3 of the Police Reform Act 2002. Recording this information allows forces and local policing bodies to learn from complaints.

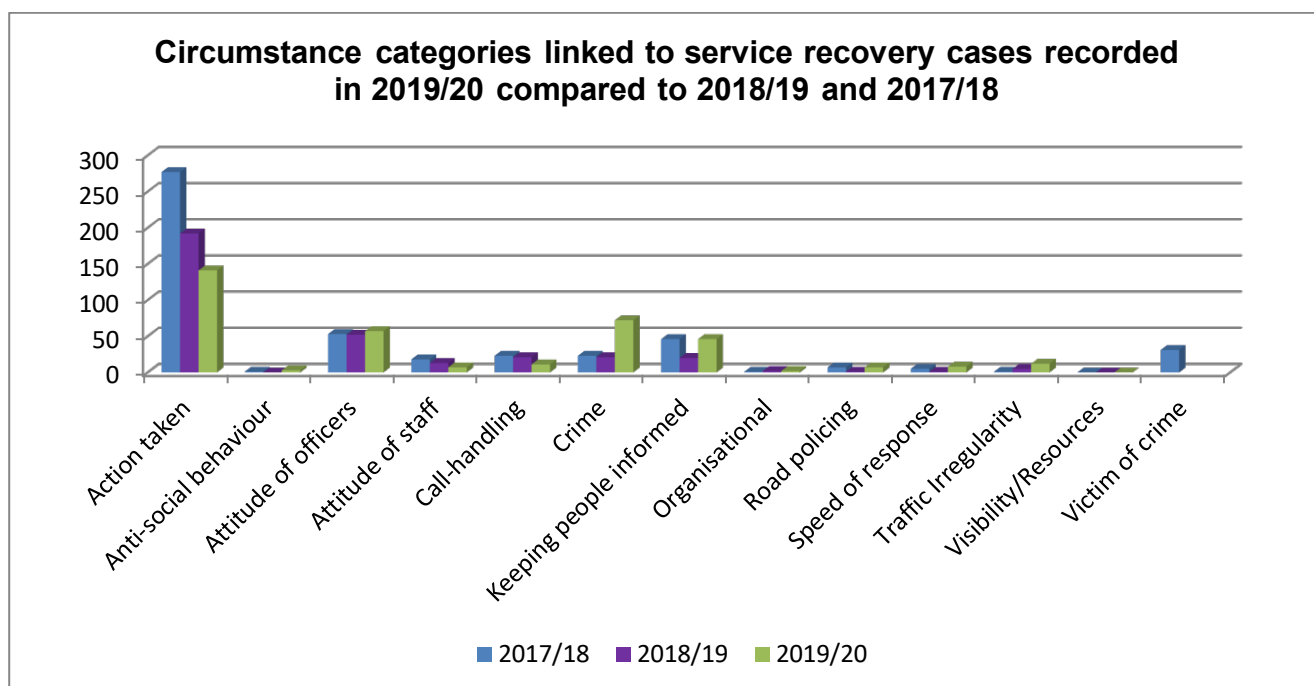
Of the 79 public complaints received after 1 February 2020 and recorded under the new Regulations, 37 have been recorded and handled outside of schedule 3.

During the period 1 April 2019 to 31 March 2020, a total of 214 matters of dissatisfaction were received by the Force and recorded as service recovery matters. This compares to 279 service recovery cases recorded in year 2018/19 and 369 cases in 2017/18

The figure for the reporting period is lower than previous years due to the change in Regulations however there would appear to have been a 3 year downward trend.

Each issue is given a category relating to the reasons for the matter being raised and can have more than one recorded against it. A total of 386 circumstance categories were recorded against the 214 service recovery cases.

(Chart 5): The below chart shows the number of different circumstance categories recorded on the service recovery cases during the reporting period compared to the previous two years:



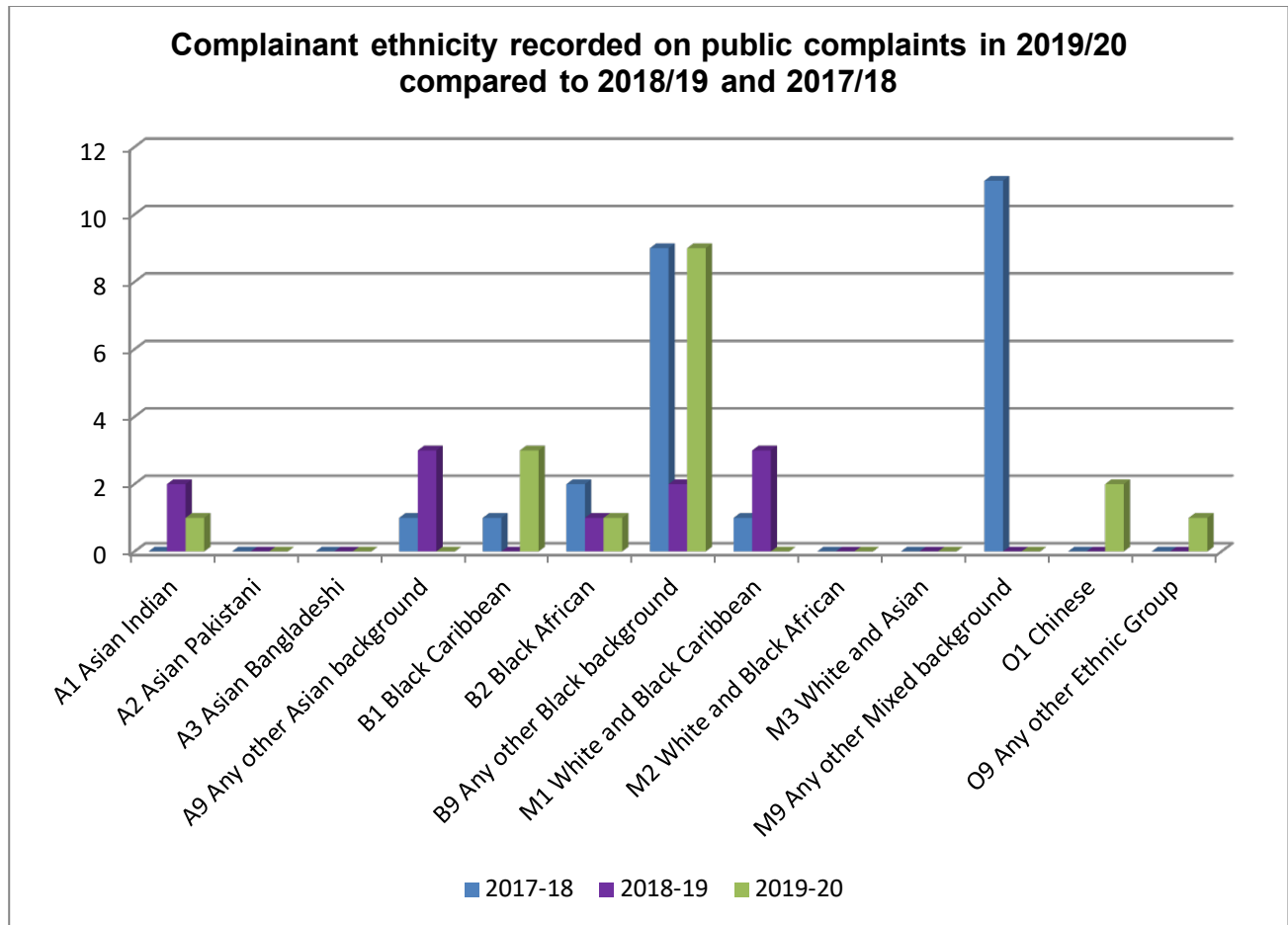
The service recovery process allowed the member of public to be able to make a formal complaint if they chose to. Of the 214 issues recorded as service recovery in 2019/20, 25 were unable to be resolved under this process and were recorded as public complaints and dealt with under the Police Reform Act 2002. This amounts to 12% of all service recovery issues recorded. This is an increase from the 5% of failed service recovery matters in 2018/19 and the 8% in 2017/18.

Complaints made by Black, Asian and Minority Ethnic Groups

In the reporting period, 1 April 2019 to 31 March 2020, 449 public complaint cases were recorded.

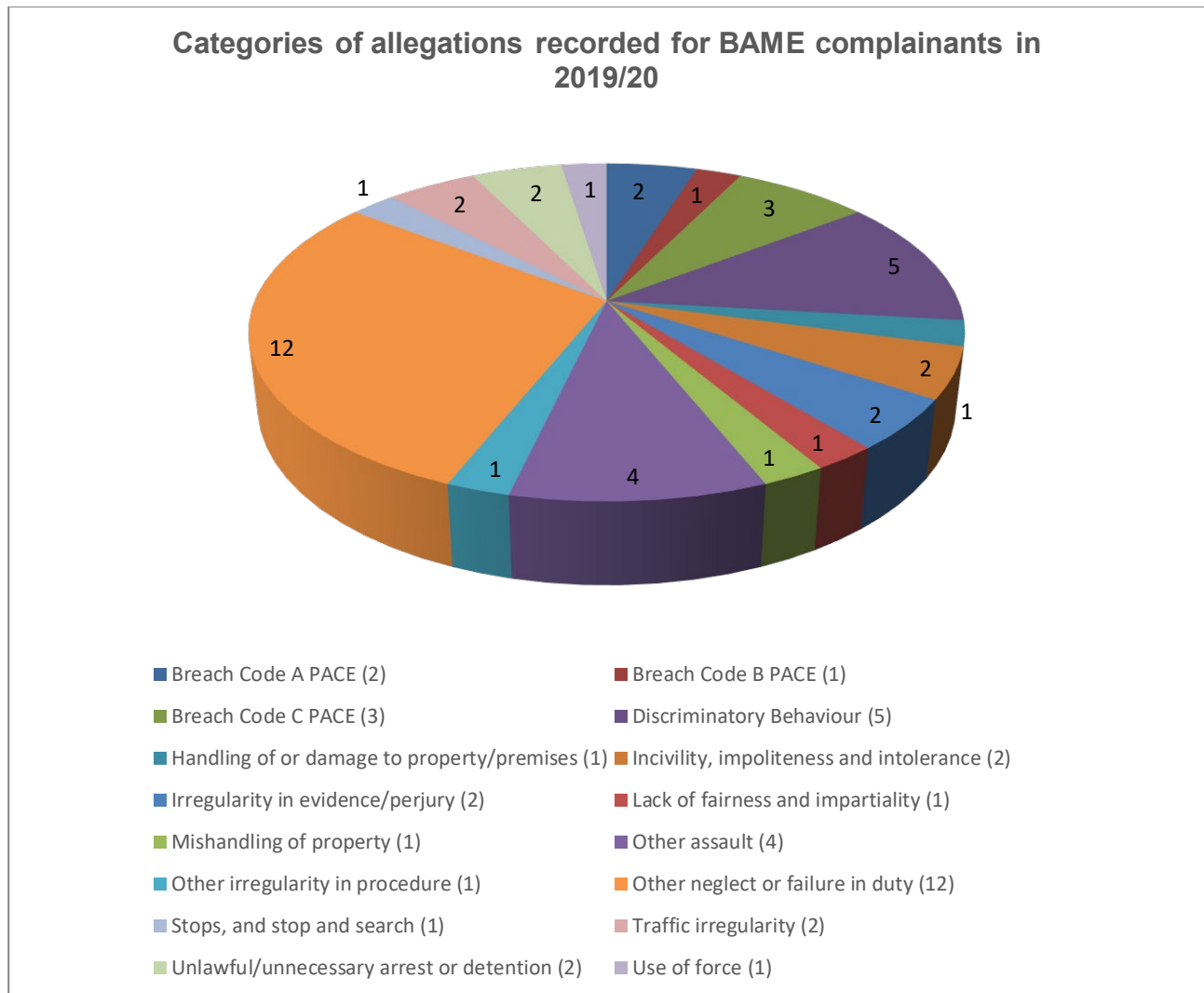
Of the 449 cases, a total of 466 individual complainants are recorded, and of those, 17 complainants have advised PSD that they are Black, Asian and Minority Ethnic (BAME). This is 3.6% of all the complainants recorded. This is an increase from the 2.9% BAME complainants in 2018/19 but a decrease from the 5.1% of BAME complainants recorded on complaints in 2017/18.

(Chart 6): The chart below shows the BAME ethnicity of the complainants recorded on the complaint cases in the reporting period compared to the previous two years.



It should be noted that there is no requirement for complainants to provide their ethnicity when making a complaint and in the reporting period the complainant's ethnicity has been recorded on just 57% of cases.

(Chart 7): The 17 complainants from BAME backgrounds have made 41 separate allegations on complaint cases recorded in the reporting period and these are broken down into the following categories/sub categories:



Examples of the allegations made by BAME complainants between 1 April 2019 and 31 March 2020 are detailed as follows:

- **Other neglect or failure in duty** – the complainant believes witnesses were not approached to provide statements or appear at court
- **Discriminatory behaviour** – allegation the police have failed to treat the complainant as a victim and have dealt with them disproportionately
- **Other assault** – allegation the handcuffs applied were too tight causing injury to the complainant
- **Breach Code C PACE** – the complainant alleges officers failed to contact their nominated person whilst in custody

- **Breach Code A PACE** – the complainant is dissatisfied with the grounds provided for the stop search
- **Incivility, impoliteness and intolerance** – allegation the officer rushed the complainant and did not take account that English was not their first language

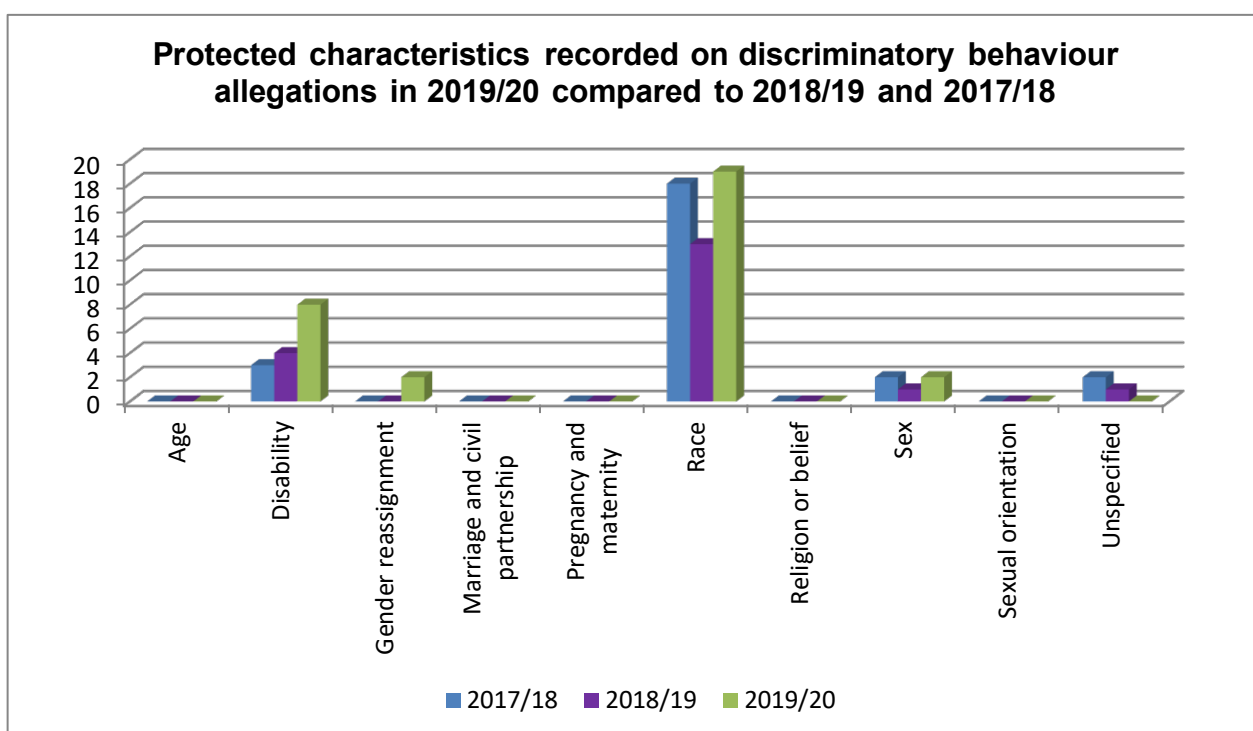
Complaints of Discriminatory Behaviour

In the reporting period 1 April 2019 to 31 March 2020, the Professional Standards Department recorded a total of 881 allegations. Of this total, 31 allegations were recorded against the category of 'Discriminatory behaviour' which amounts to 3.5% of the total allegations recorded.

To compare this percentage to the same period in previous years, 2.5% (19) of the allegations recorded in 2018/19 were recorded as discriminatory behaviour and 3% (25) in 2017/18.

This category of complaint covers all discrimination under the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation and unspecified.

(Chart 8): Shows the protected characteristics breakdown of the allegations within the recording category, in comparison to the previous two years:



The 31 allegations have been recorded on 27 separate public complaints. The current status of the allegations recorded is as follows:

- 17 not upheld
- 4 locally resolved
- 1 resolved outside of schedule 3
- 2 withdrawn
- 7 ongoing investigations

Under new Regulations, complaints of discrimination will continue to be recorded under the category of 'Discriminatory behaviour' and the sub categories are listed as the protected characteristics.

ALLEGATIONS OF DISCRIMINATION

RECORDED 1 APRIL 2019 TO 31 MARCH 2020

1. The complainant alleges the officers' dealings with them were discriminatory (**RACE**) – not upheld
2. The complainant alleges the officer discriminated against them as they did not believe their evidence (**RACE**) – not upheld
3. Allegation the senior officer discriminated against the complainant by failing to take action with the officers (**RACE**) – not upheld
4. The complainant alleges the attitude of the officer was racist (**RACE**) – not upheld
5. When stopped for a driving offence the complainant alleges the officer made racial comments towards them (**RACE**) – not upheld
6. The complainant alleges the officers singled them out due to their colour (**RACE**) – live investigation
7. Allegation the police have failed to treat the complainant as a victim and have dealt with them disproportionately (**RACE**) – not upheld
8. Allegation the other party was treated differently to the complainant due to their background (**RACE**) – not upheld
9. The complainant believes the treatment they received from police is because of their ethnic background (**RACE**) – not upheld
10. Allegation the officer discriminated against the complainant due to English not being their first language (**RACE**) – locally resolved
11. The complainant states they were held in a police cell that was unsuitable for their disabilities (**DISABILITY**) – not upheld
12. Allegation the police stopped the complainant whilst driving due to their ethnic background (**RACE**) – not upheld
13. The complainant alleges officers repeatedly asked about their gender (**GENDER REASSIGNMENT**) – not upheld
14. The complainant believes police have discriminated against them due to being referred to mental health services without their consent (**DISABILITY**) – not upheld
15. Allegation police have discriminated against the complainant due to them being black (**RACE**) – not upheld
16. The complainant alleges officers have failed to investigate the crime appropriately due to racism (**RACE**) – not upheld

17. The complainant alleges the officer was transphobic (**GENDER REASSIGNMENT**) – not upheld
18. The complainant alleges officers failed to obtain a statement using an interpreter (**RACE**) – not upheld
19. The complainant was involved in a domestic situation with ex-partner and believes the officers have discriminated against them (**SEX**) – locally resolved
20. The complainant believes their treatment in custody was racial and that officers did not consider their background (**RACE**) – withdrawn
21. The complainant believes they were treated differently when dealing with historic allegations as they had been adopted into a white family (**RACE**) – locally resolved
22. Allegation the officer's actions were motivated by race when the complainant was stopped and arrested for drugs offences (**RACE**) – live investigation
23. The complainant is unhappy with the way in which the police dealt with their autistic child (**DISABILITY**) – withdrawn
24. Allegation the officer intimidated the complainant's son during questioning (**DISABILITY**) – live investigation
25. Allegation the officer used offensive language when attending an incident (**RACE**) – not upheld
26. The complainant believes the member of staff failed to take into consideration their relative's Autism (**DISABILITY**) – locally resolved
27. Allegation the complainant called to report a crime and their request for an interpreter was refused (**RACE**) – live investigation
28. The complainant alleges officers were discriminatory when they asked about their mental health concerns (**DISABILITY**) – resolved outside of Schedule 3
29. The complainant was arrested following a domestic incident and believes officers did not understand their mental health (**DISABILITY**) – live investigation
30. The complainant believes the officers perspective of their mental health issues resulted in their crimes not being investigated (**DISABILITY**) – live investigation
31. Allegation the complainant is dissatisfied with the way officers have dealt with them in the domestic incident compared to their partner (**SEX**) – live investigation

The 19 allegations of discriminatory behaviour made under the protected characteristic of Race were made by 15 individual complainants. Four were made by complainants from BAME groups, six are from white backgrounds and five are recorded as unknown or not stated.

Eight of the complainants have alleged discrimination under the protected characteristic of disability and half of the allegations concerned mental health issues.

Three of the complainants were supported in making their complaints to police by a third party.

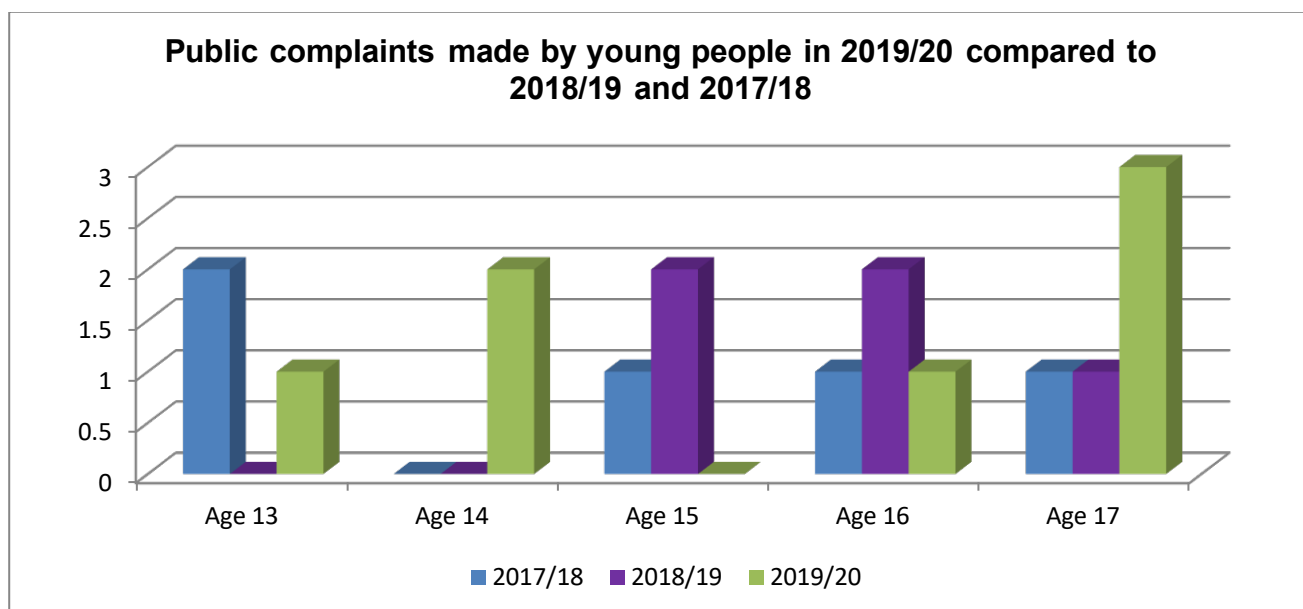
Recorded complaints made by under 18's

The Independent Office for Police Conduct Statutory Guidance states that young people under the age of 16 can make a public complaint in their own right and would not normally need to provide written permission for a parent, guardian or advocate to make the complaint on their behalf. In many cases the young person will be supported by a parent, guardian or other appropriate adult however if this is not the case, this should not prevent them from making a complaint.

The appropriate authority will consider whether the young person is in a position to understand the complaints process or whether a parent or guardian should be informed of the complaint or whether another form of support would be appropriate to assist the young person.

Complainants are not required to provide their date of birth therefore from the data available; seven public complaints were made by young people under the age of 18 in the reporting period. This compares to five recorded in both 2018/19 and 2017/18.

(Chart 9): The chart below shows the number of complaints made by young people and their age at the time the complaint was recorded:



In respect of the seven complaints recorded in the reporting period, four young people were supported by their parent/guardian, two young people made the complaints in their own right and in the final case a solicitor made the complaint on behalf of the young person.

Most Similar Forces Group

Most Similar Forces (MSF) Groups are designed to help make fair and meaningful comparisons between forces. Forces operate in very different environments and face different challenges. It can be more meaningful to compare a force with other forces which share similar social and economic characteristics, than, for example, a neighbouring force.

The IOPC have advised they are considering not publishing the Q1-Q4 bulletin however the annual report should be available later in the year.

Table J: The table below is an extract of the most recent data published by the Independent Office for Police Conduct. The quarterly statistics bulletins for Q1-Q3 2019/20 (1 April to 31 December 2019) is presented to gain an understanding of where Norfolk sits within the MSF Group. National data is included in the end column for context and comparison.

<u>Q1-Q3 – 01.04.19 to 31.12.19</u>	<u>Norfolk</u>	<u>Suffolk</u>	<u>North Wales</u>	<u>West Mercia</u>	<u>North Yorkshire</u>	<u>Lincolnshire</u>	<u>Devon & Cornwall</u>	<u>Wiltshire</u>	<u>National Result</u>
<u>Cases Recorded</u>									
% complaint cases recorded within 10 working days	80%	82%	94%	94%	89%	96%	91%	93%	89%
Ave number of days to finalise complaint cases (not including sub judice)	97	104	134	105	104	82	112	120	98
<u>Allegations Recorded</u>									
% of Other neglect or failure in duty allegations	36%	40%	40%	37%	52%	47%	54%	44%	41%
% of Incivility, impoliteness and intolerance allegations	11%	11%	13%	16%	16%	12%	9%	11%	12%
% of Oppressive conduct or harassment allegations	8%	4%	N/A	N/A	N/A	N/A	5%	4%	5%
Allegations per 1000 employees	226	230	154	125	250	431	294	346	205
<u>Allegations Finalised</u>									
% allegations locally resolved	49%	52%	50%	37%	79%	75%	60%	69%	50%
% allegations locally investigated	41%	41%	46%	55%	6%	16%	27%	19%	38%
% allegations disappplied	3%	3%	1%	2%	12%	3%	6%	3%	5%
Ave number of days to locally resolve allegations	87	87	90	65	95	58	66	109	70
Ave number of days to finalise allegations by local investigation	99	132	193	104	106	123	203	196	152

**N/A – data not available within the quarterly statistics as the ‘Oppressive conduct or harassment’ category does not feature within the Force’s top five allegation types recorded*

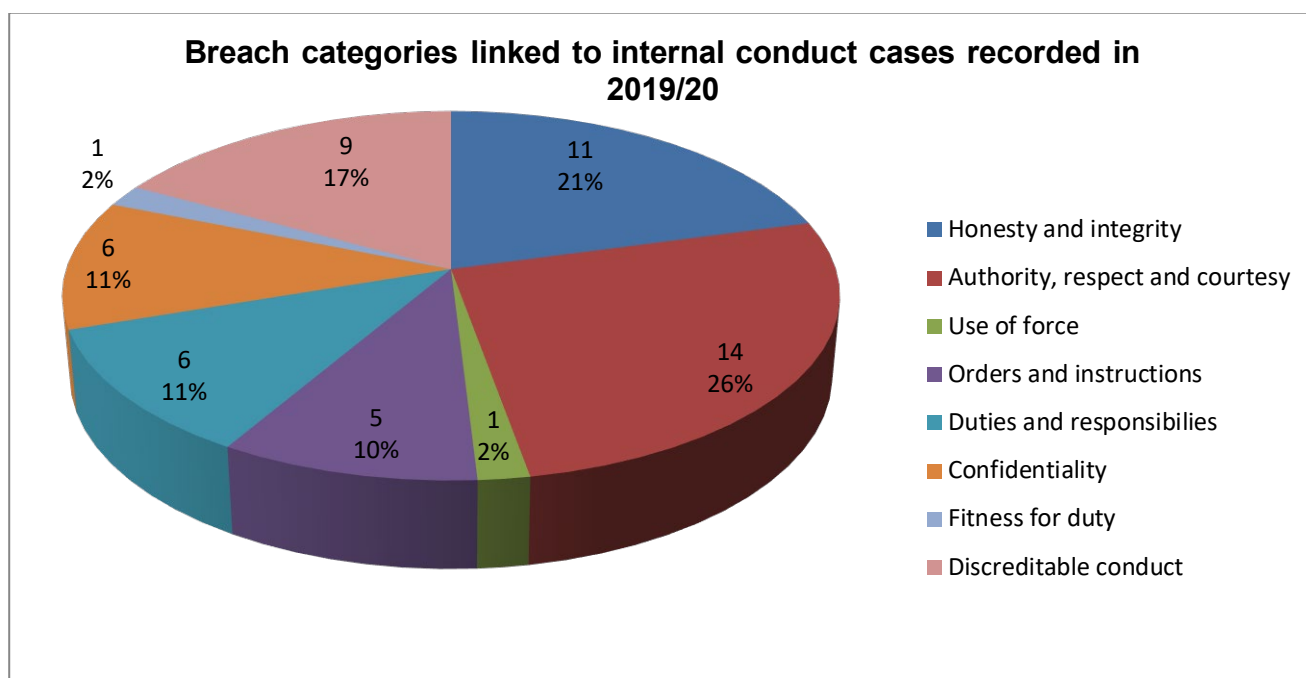
Internal Investigations

A review of the internal investigations recorded between 1 April 2019 and 31 March 2020 has been conducted.

During the reporting period, 40 internal conduct cases were recorded, consisting of 53 separate breaches of the Standards of Professional Behaviour. These breaches relate to 24 Police officers, one member of the Special Constabulary and 16 members of Police staff.

Of the 53 breaches, the most frequently recorded was 'Authority, respect and courtesy' at 26% of the total breaches recorded, followed by 'Honesty and integrity' at 21% and 'Discreditable conduct' at 17%.

(Chart 10): The chart below shows the number of breaches recorded on the conduct cases under each category and as a percentage overall:



Examples of issues recorded under the most commonly recorded breaches of 'Authority, respect and courtesy', 'Honesty and integrity' and 'Discreditable conduct' are as follows:

- Allegation the officer made an inappropriate comment to a colleague
 - *Management action*
- Allegation the member of staff made inappropriate comments towards another member of staff
 - *Management action*
- Allegation the officer falsely reported sick for duty and sought to mislead a supervisor
 - *Final written warning issued following misconduct proceedings*

- Allegation a police officer was abusive towards a member of the public whilst off duty
 - *No case to answer*
- Allegation a member of police staff has behaved inappropriately towards colleagues
 - *Management action*
- Allegation a police officer has behaved inappropriately towards a colleague when off duty
 - *No case to answer*

MISCONDUCT/DISCIPLINE OUTCOMES

The following table provides details of the misconduct and disciplinary outcomes recorded against police officers, police staff and members of the Special Constabulary as a result of hearings and meetings.

MISCONDUCT HEARINGS 1 APRIL 2019 TO 31 MARCH 2020		
	Nature of Offence	Outcome
1	A hearing was held for a former Police Officer for Discreditable conduct The officer was subject of a drugs test which indicated the presence of a Class A drug, namely Cocaine	Resigned prior to hearing Would have been dismissed had they not resigned
2	A member of police staff attended a disciplinary hearing for Honesty and integrity Took items belonging to the Force and sold for monetary gain	Final Written Warning
MISCONDUCT MEETINGS		
1	A police officer attended a misconduct meeting for Duties and responsibilities Failed to ensure medical advice was sought for a detainee	Management Advice
2	A police officer attended a misconduct meeting for Honesty and integrity Falsely reported sick for duty and sought to mislead a supervisor	Final Written Warning
3	A police officer attended a misconduct meeting for Duties and responsibilities Failed to deal with property in accordance with correct procedures	Management Advice
4	A police officer attended a misconduct meeting for Fitness for duty Officer reported for duty and provided breath test readings above the level detailed in Force Policy	Final Written Warning
5	A police officer attended a misconduct meeting for Honesty and integrity Failed to report for duty and was not honest in respect of the absence	Written Warning

Resignations

The Policing and Crime Act (PCA) 2017 contains a number of reforms and from 15 December 2017 allows officers under investigation to resign or retire however there is an expectation that misconduct proceedings for gross misconduct will be taken to conclusion.

The Police Barred List is a list of all officers, special constables and staff members who have been dismissed from policing after investigations under the Police (Conduct) Regulations 2012 or Police (Performance) Regulations 2012 as well as the equivalents for police staff.

The Police Advisory List is a list of all officers, special constables and staff members who have resigned or retired during an investigation into a matter that could have resulted in their dismissal, or who leave before such an allegation comes to light. They will remain on the Advisory list until the outcome of the investigation is determined. This list also includes designated volunteers who have had their designated status withdrawn due to conduct or performance matters.

Both lists are held and administered by the College of Policing.

In the reporting period one police officer resigned during the course of the investigation. A fast track hearing was held and the former officer would have been dismissed had they not resigned.

Public Hearings

Since 1 May 2015, in cases where an officer is given notice of referral to misconduct proceedings under regulation 21 (1) or 43 (1) of the conduct regulations, the case will be heard in public. This is also the case for special case hearings (fast track cases). Exemptions from this are subject to the discretion of the person chairing or conducting the hearing to exclude any person from all or part of the hearing.

The regulations do not apply to misconduct meetings or third stage unsatisfactory performance meetings.

Venues for public hearings will be carefully selected according to the nature of the hearing.

In cases where an officer is given notice of referral to misconduct proceedings under regulation 21 on or after 1 January 2016 the hearing is heard by legally qualified chairs. Any cases prior to this date will continue to be heard by a member of the National Police Chief's Council (NPCC).

One special case hearing was held in public in the reporting period.

Lessons Learned

Below is a small selection of the recent Lessons Learned which have been recorded as a result of complaints made in Norfolk and also general issues which have come to the attention of the Professional Standards Department. All lessons identified during the investigation are collated, actioned and tracked to ensure a suitable conclusion. A selection of the lessons identified are disseminated to the Force within the PSD Learning Times bulletin. The Independent Office for Police Conduct (IOPC) publish their own 'Learning the Lessons' bulletin focusing on national lessons identified and these are also disseminated to the Force.

A total of "11 Learning Times" bulletins have been published and disseminated across the Force in 2019/20 together with three "InFocus" documents containing bespoke learning covering Body Worn Video, a publication detailing the changes to the complaints Regulations and a publication in response to Covid-19 offering advice to officers and staff.

<u>Origin of Lesson</u>	<u>Complaint</u>	<u>Recommendations/Actions</u>
Public Complaint	Complaint that seized property was returned to the incorrect person	The Learning Times bulletin published in March 2020 reminded officers and staff that if they are returning seized property to owners, owners must provide proof of identity upon collection. Collections by third parties must be supported with letters of authority from the owner and appropriate proof of identity for the person collecting. The officer or staff member must carefully check the items of property in the presence of the recipient. The relevant paperwork should be signed by both parties in the designated space provided, forwarded to the local Property Office for finalisation of the record on the Electronic Property System and the receipt filed for audit purposes.
Public Complaint	The complainant was interviewed away from the custody suite and was not provided with an appropriate adult	The Learning Times publication in March 2020 advised that interviewing someone as a voluntary attendee at a location other than a Police Investigation Centre, officers must ensure that the provisions of PACE Codes C, E and F concerning the conduct and recording of interviews of suspects and the rights and entitlements and safeguards for suspects are followed. In accordance with Code C, if an officer has any suspicion, or is told in good faith, that a person of any age may be mentally disordered or otherwise mentally vulnerable, in the absence of clear evidence to dispel that suspicion, the person shall be treated as such and the interview should be conducted in the presence of an appropriate adult.
General file	Police attended an address to check on the welfare of an occupant following concerns but did not enter the address and the occupant was found deceased the following day	The Learning Times bulletin published in November 2019 advised that whenever an officer considers that S17(1)(e) Police and Criminal Evidence Act 1984 is potentially applicable, that except where there is an immediate need to enter the address to save life and limb, that the officer consults with a supervisor to discuss the circumstances in line with the National Decision Model. Details of the supervisor consulted together with the rationale in respect of the decision to enter or not enter the premises must then be fully recorded on the CAD. The Force Policy Document was also reviewed and an amendment made

Glossary

Complaint Case – Made by a member of the public about the service provided by the police, either about the conduct of an individual or about the Organisation.

Allegation – Describes the type of behaviour complained about. A single complaint case can have one or more attached allegations. For example, a person may allege that they were pushed by an officer and that the officer was then rude to them. This would be recorded as two separate allegations.

Schedule 3 – The section under the Police Reform Act 2002 which relates to the handling of public complaints.

Local Resolution – For less serious cases, such as rudeness or incivility, a complaint may be suitable for Local Resolution. This usually involves a local police supervisor handling the complaint and agreeing with the complainant a mutually acceptable way of addressing the issue. This may be through a more thorough explanation, an apology or an outline of what actions will be taken in order to prevent future complaints of a similar nature.

Local Investigation – In other circumstances a thorough investigation of circumstances may be necessary. This involves the appointment of an investigating officer which will examine allegations and report upon whether each allegation is 'Upheld' or 'Not Upheld'. A complaint will be recorded as 'Upheld' if the service or conduct complained about does not reach the standard a reasonable person would expect. The outcome, therefore, is not solely linked to proving misconduct.

Supervised Investigations – Investigations carried out by the Police under their own direction and control. IOPC sets out what the investigation should examine (terms of reference) and will receive the investigation report upon completion. Complainants have a right of appeal to the IOPC following a supervised investigation.

Managed Investigations – Investigations carried out by Police under the direction and control of the IOPC.

Independent investigations – Investigations carried out by IOPC investigators.

Discontinuance – Forces may find it impractical, on occasion, to conclude an investigation. This could occur if a complainant fails to cooperate, if the complaint is repetitious or refers to an abuse of procedure. In such cases, an application can be made to the Appropriate Authority to discontinue the investigation.

Disapplication – An application can be made to the Appropriate Authority to disapply a complaint on the grounds that the complaint is over 12 months old, already subject of a complaint, remains anonymous, is vexatious or repetitious.

Withdrawn – No further action may be taken with regard to a complaint if the complainant retracts the allegation(s).

Sub judice – Subsequent to recording, the start of any work on a complaint may be postponed due to the matter being considered 'sub judice'. This is when a person linked to a complaint case is associated with separate criminal proceedings. The decision is made by Professional Standards and the complainant has a right to appeal the decision to the IOPC.

Investigation appeal - This applies to all complaints investigated by the force itself or where the investigation has been supervised by the IOPC. There is no avenue of appeal from independent or managed investigations.

Local resolution appeal – Complainants are entitled to appeal to the relevant appeal body against the local resolution outcome.

Complainants - Under the PRA 2002, a complaint about the conduct of someone serving with the Police can be made by the following people:

- a) Any member of the public who alleges that police misconduct was directed at them
- b) Any member of the public who alleges that they have been 'adversely affected' by police misconduct, even if it was not directed at them
- c) Any member of the public who claims that they witnessed misconduct by the police
- d) A person acting on behalf of someone who falls within any three of the categories above. This category of person is classed as an 'agent' or 'representative', not as a complainant in their own right, and must have the written permission of the complainant.

Being 'adversely affected' is broadly interpreted in the legislation and includes distress, inconvenience, loss or damage, or being put in danger or at risk. This might apply, for example, to other people present at the incident, or to the parent of a child or young person, or a friend of the person directly affected. It does not include someone distressed by watching an incident on television. A witness is defined in the PRA 2002 as someone who 'acquired his knowledge of that conduct in a manner which would make him a competent witness capable of giving admissible evidence of that conduct in criminal proceeding'. This includes, for example, someone in control of CCTV cameras or in possession of material evidence. One complaint case can have multiple complainants attached and one individual can make more than one complaint within the reporting year.

Subjects – The PRA 2002 broadened the range of people who could be subject to a complaint. Complaints can be made against the following police personnel;

- a) Police officers of any rank
- b) Police staff, including Community Support Officers and Traffic Wardens
- c) Special constables
- d) Contracted-out staff designated under section 39 of the PRA 2002 – for example, escort or custody officers employed by another company.