

**MINUTES OF THE PCC ACCOUNTABILITY MEETING HELD ON
MONDAY 22 JULY 2024 AT 2:00 P.M. IN THE OFFICE OF THE
POLICE AND CRIME COMMISSIONER, BUILDING 7,
WYMONDHAM.**

1. Attendance and Apologies for Absence

In attendance:

Sarah Taylor	Police and Crime Commissioner, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
Paul Sanford	Chief Constable, Norfolk Constabulary
Mark Stokes	Chief Executive, OPCCN
Simon Megicks	Deputy Chief Constable, Norfolk Constabulary
Nick Davidson	Assistant Chief Constable, Norfolk Constabulary
Julie Dean	Assistant Chief Constable, Norfolk Constabulary
Jill Penn	Chief Finance Officer, OPCCN
Peter Jasper	Assistant Chief Officer, Norfolk Constabulary
Ralph Jackman	Director of Local Policing Delivery Unit, Norfolk Constabulary
Sharon Lister	Director of Performance and Scrutiny, OPCCN
Gavin Thompson	Director of Policy, Commissioning and Communications, OPCCN
James Stone	Head of Performance and Scrutiny, OPCCN
Robert Button	Chief Inspector, Norfolk Constabulary
Lucy King	Inspector, Norfolk Constabulary
Richard Bell	Sergeant, Norfolk Constabulary

Laura Bagshaw	Corporate Communications Manager, Norfolk Constabulary
Susan Starling	Media and Communications Manager, OPCCN
Kirt Wilkinson	Performance and Scrutiny Manager, OPCCN

- 1.1** Before addressing the agenda items, the Police and Crime Commissioner (PCC) welcomed the attendees and explained that the meeting will be recorded and uploaded to the OPCCN website after the meeting.
- 1.2** Introductions were made by everyone at the table.
- 1.3** No apologies were received.

2. Declarations of Personal and/or Prejudicial Interests

- 2.1** There were none declared.

3. To Confirm the Minutes of the Meeting Held on Tuesday 17 October 2023

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

4. Public Questions

4.1 There were 17 questions received from members of the public. The PCC welcomed the submissions and was thankful for receiving so many. The PCC mentioned that this was a large number of submissions compared to what had been previously received and would like to continue to receive more in the future. The PCC clarified that it is important to know more about who the person submitting the questions is, so that more intelligence can be provided within responses. The PCC reiterated that currently the OPCCN's policy states that there is a 100-word limit on public questions, and this is useful so that the question can be refined, however the OPCCN will have a look at the word limit so see whether 100 words is an appropriate amount. The PCC confirmed that one question was for her to respond to directly, and that any questions not raised within the meeting will be answered in writing after the meeting.

4.2 The first public question area the PPC touched upon concerned Britannia Road in Norwich where there have been issues with anti-social driving and breaches of Public Spaces Protection Orders (PSPO). The PCC asked the Chief Constable (CC) what Norfolk Constabulary is doing in relation to any breaches of PSPO's and where the responsibility rests in taking any such breaches forward. The CC acknowledged that the residents of Britannia Road have had a tough time with anti-social driving for some time and it certainly is a hotspot for that behaviour. The CC confirmed that Norwich City Council are the responsible authority for determining whether a Fixed Penalty Notice will be

issued for any breach of the PSPO, or if a breach will result in prosecution. However, the CC noted that Norfolk Constabulary still have a role to play as they are typically always going to be the first responders to incidents of that nature and have a role in gathering evidence on behalf of Norwich City Council. The CC clarified that before you get to the point of prosecution there is an escalation route which starts with warnings such as letters and notices. The CC confirmed that Norfolk Constabulary's current position is that they are working through the people who have had their initial warning notice moving through that level of escalation so that Norwich City Council can consider prosecution. The CC believes that they are currently considering one for prosecution. The CC also confirmed that in addition to the PSPO, Norwich City Council has obtained an Automatic Number Plate Recognition camera to install at the location which will help with evidence gathering. There is a speed indicator device currently installed at Britannia Road to gather better evidence about the extent of the speeding that is taking place there. The data that this device collects is really important as it is used by Highways to support their decision-making about more substantive redesign or problem solving, whether that be traffic calming or anything else in the future. In Great Yarmouth, Norfolk Constabulary are currently trialling an acoustic noise camera which is one of only two in the country at the moment. Norfolk Constabulary has an operation in place, called Operation Octane which is a police-led partnership response to anti-social behaviour and dangerous vehicle usage. The CC stated he's quite confident that Norfolk Constabulary's activity around Operation Octane will be dealing with many individuals who are causing problems at Britannia Road.

Action 1: The PCC asked the CC whether the timeline for the acoustic noise camera trial is known, and the CC confirmed that he would inform the PCC.

4.3 The PCC followed up on the anti-social driving question by asking the CC how communities involved in this behaviour could report such. The CC replied that reporting should be done by calling 101 on the phone or through Norfolk Constabulary's live online chat function via their website.

4.4. The PCC raised a further public question to the CC, asking if there is anything that can be done to make roads safe where it is too dangerous for cars to pass cyclists, such as the B1145, to ensure cyclist safety. The CC confirmed that Norfolk Constabulary have been running Operation Close Pass across the county which involves the prosecution of drivers not providing adequate space to a cyclist on the road. The CC mentioned that he was not aware of the B1145 being an issue, however that's not to say there isn't something the Constabulary can do there. The CC stipulated that not all roads are suitable for Operation Close Pass due to their layout. Norfolk Constabulary are working closely with local authorities for there to be cycle lanes from the crematorium to the Queen Elizabeth roundabout on the B1145, and the force is monitoring speeding data along that road. Wider road safety initiatives in which Norfolk Constabulary partake in around the Fatal 4 also help in ensuring the safety of cyclists. The PCC

followed up by asking the CC how members of the public could report requests for roads to be considered, such as the B1145. The CC confirmed that reporting can come through many routes, but the best method would be to raise these issues at a local priority setting meeting. The Norfolk Constabulary website has a section where it displays all the upcoming local priority setting meetings. The PCC asked what the attendance at these meetings looks like. The CC states that it varies across the county, however, is unable to give specific numbers. The CC also acknowledged that individuals do not have to attend such meetings for the force to pick up their priorities, they can submit their concerns online which will then be passed onto their local Beat Manager.

4.4 The next public question the PCC put forward to the CC was in relation to staffing and why Norfolk Constabulary has stopped recruiting Special Constables. The CC confirmed that Norfolk Constabulary has momentarily paused recruitment of Special Constables for a number of reasons, however they intend to recommence recruitment soon. The main reason for the pause is that Norfolk Constabulary have been carrying out a review of how they recruit and deploy Specials. The CC stated that Specials are a fantastic addition to their team, however whilst they are volunteers, there are costs associated with them. The CC clarified that they do not pay Specials a salary, but they do cost in terms of kit, equipment, training and insurance. This has significantly increased in recent years and Norfolk Constabulary wants to make sure that it is making the best use of their Special Constabulary. The CC also noted that the College of Policing has recently revised the training curriculum for Specials, so Norfolk Constabulary are having to do a local redesign so that they can accommodate the new requirements. The CC suggested that the likely outcome from the review is that there's going to be an increase in the required minimum number of hours from Specials. Furthermore, there is likely to be a change in the areas where Specials are deployed as the force has always seen them as contributing to visible policing teams, but the force also wants to explore if there are opportunities for Specials to specialise in certain functions where they can bring their skills from outside of policing. The CC confirmed that everyone who has applied to be a Special should have been told why there is a pause. The CC concluded by requesting the details of this individual so that the Constabulary can get back to them directly with a response.

Action 2: The OPCCN is to share contact details with the CC if the question submitter consents to this.

4.5 The PCC asked the CC what provisions Norfolk Constabulary have in place to support officer welfare as they deal with traumatic events as part of their role. Specific reference was given to newly qualified officers joining the force to ensure that they have the support they need. The CC acknowledged that young officers are working in an increasingly challenging environment. The CC stated that they are unavoidably working hard as the volume of calls continues to increase and the complexity of those challenges increase. Sadly, too often Norfolk police officers are met with hostility and violence from some of the

individuals that they engage with, and it does make it a difficult job to do. The CC therefore acknowledged that it is his duty to ensure that there is a good workplace health provision in place and the force strives to do that. One of the things that the Constabulary do, and are one of the only forces in the country that does this, is at the end of a Student Officer's eleven week period with their tutor constable the Constabulary has inserted an extra 15 weeks where those officers are posted to a Community Support Unit, where they have a much higher level of supervision and controlled exposure to the risks and challenges of policing. The CC confirmed that this has been done to make sure that they retain those officers who have completed their initial training, in order to slowly introduce them to the challenges that policing brings and make sure that the force is investing in their skills. Furthermore, Norfolk Constabulary has a dedicated Wellbeing Team that is part of the Workplace Health department, which provides support to individuals and managers in all aspects of wellbeing. The force has a Wellbeing Champion network across the Constabulary, and there is dedicated information about wellbeing on their internal intranet pages which signposts officers and staff to guidance. There are also offers of external and charitable organisational help. The CC acknowledged that in the past the force has not been as good as they could have been at telling staff what facilities are available to them, but the CC believes the force is getting better at that. The Communications Department promotes a number of healthy living information campaigns such as healthy eating, smoking cessation, menopause assistance, and health promotion challenges to try and keep individuals in the workforce. The CC confirmed that the force has a 24/7 365-day Employee Assistance Programme which is a phone number which any police officer or staff member can call for immediate and live support. The force also has a Trauma Risk Incident Management process, and offers online fitness classes, so the options are broad and extensive. The PCC followed up by asking the CC how line managers of staff are encouraged to use these provisions. The CC acknowledged that this is an area where further improvements need to be made as traditionally there was a 'suck it up' culture in place, but he believes the force has now moved away from that, and the main reason for this is the leadership in the force and the courses that they undertake in relation to wellbeing which was not something the Constabulary did previously. The Deputy Chief Constable (DCC) added that at the start of every early shift, Community Support Unit officers will do a quick wellbeing survey so that the force can get a gauge on how officers are feeling.

4.6 The PCC asked the CC about Norfolk Constabulary's response to stalking and harassment reporting and whether they would benefit from having a dedicated stalking unit, as the PCC received a question from a member of the public who was unhappy with how the Constabulary dealt with a stalking case. The PCC added that there is further concern in this area now with the news of the Government's early prisoner release. The CC acknowledged that there has been clear disappointment in relation to that specific incident and the Constabulary would be happy to look further into this incident. The CC confirmed that Norfolk Constabulary does not have a dedicated stalking unit,

but they do have a Domestic Abuse Partnership Perpetrator Approach, known as the DAPPA team who deal with high-risk and high-harm perpetrators. The CC confirmed that funding for this team had previously been secured only up until 1 July 2024, but the force has now been able to make this a permanent approach. The team proactively manage Stalking Protection Orders (SPOs) as well as conducting address checks of perpetrators and dealing with breaches of SPOs. Furthermore, they draw up contracts with victims to show how they would like the Constabulary to engage with them. Within Norfolk Constabulary's Multi Agency Safeguarding Hub, stalking crimes are monitored as they are reported across the force. An officer will then get in contact with the victim via the Safeguarding Hub if the team thinks it may be suitable for a SPO. The CC confirmed that stalking can now be reported online which is a new development for Norfolk Constabulary. When a report comes through online, it will get a priority response from Norfolk Constabulary's Contact and Control Room as the force know it can be difficult to make a call, or the circumstances the victim might be in might make the call difficult. Once in attendance, Norfolk Constabulary have recently introduced a new Domestic Abuse Risk Assessment tool, which is an enhancement of the risk assessment that was previously used. The question set helps officers to identify possible stalking cases and directs them towards a specific stalking risk assessment in relevant cases. Recent training delivered to Sergeants and Inspectors included a specific input on stalking and the use of civil orders, including Stalking Protection Orders. The CC mentioned that the College of Policing has published some details on its website about Cheshire Police's stalking unit which will be looked at closely. The CC stated that there are a number of functions across policing where it would be beneficial to set up specialist teams, however resourcing and funding are limiting factors. The CC noted that the force is improving in their response to stalking and the recent recruitment to the DAPPA team will ensure significant steps forward.

4.7 The final public question the PCC asked was around what Norfolk Constabulary is doing to help vulnerable victims navigate the complex criminal justice system. The CC confirmed that at the point where a case is proceeding to a trial, Norfolk Constabulary's Victim and Witness Care officers will complete an individual risk assessment with each victim and arrange with them details about how they'd like to be contacted moving forward, specific to their own individual needs in readiness for the court process. The CC added, that with all investigations, the force has an eight-point plan for officers to follow, which is similar to that of a flowchart and a significant part of that is to agree victim contract as to how they want to be kept updated.

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

5.1 The Assistant Chief Officer (ACO) Peter Jasper introduced the Sustain Norfolk Constabulary paper and proceeded to highlight some finance related matters. The ACO stated that Norfolk Constabulary have seen an overspend in 2023/24 of £633,000 which equated to 0.32% of the net revenue budget. The overspend came from pay rises that were partially funded by the Home Office,

and significant inflation levels had an impact on the overspend. The ACO added that Norfolk Constabulary had actually forecasted a larger overspend throughout the course of the year, however the force mitigated that spend and were able to bring it down. The ACO acknowledged the final reserve movements for 2023/24. In terms of capital spending, the capital outturn equated to £9.1m against the budget of £12.9m. Ongoing refurbishment work at the Bethel Street Police Station is the reason for this underspend as the project had been reprofiled. The DCC added that Norfolk Constabulary, having recently gone through their HMICFRS PEEL inspection period, noted that there has been evidence of a downward trend in gradings across the board for other forces. The DCC believes this is due to the way in which HMICFRS are now looking at the police service. The DCC added that the force is making sure they have the right people with the right skills to ensure the very best outcomes for victims of crime. The DCC noted that Norfolk Constabulary is a national leader around the use of drones and technology beyond the visual line of sight to ensure greater efficiencies.

5.2 The PCC asked the ACO whether the force is seeing any financial pressures for 2024/25. The ACO confirmed that these details will be provided at the next PCC Accountability Meeting, but there are some early pressures such as police officer and staff pay, along with the continuation of inflationary pressures. The ACO stipulated the Constabulary tend to generate more income than budgeted for, and this is likely to continue.

5.3 The PCC asked where the Constabulary currently is following the rollout of the 'Right Care, Right Person' (RCRP) initiative. Assistant Chief Constable (ACC) Nick Davison confirmed that Norfolk Constabulary were due to commence the RCRP initiative in February 2024, however this was paused due to the tragic murders in Costessey. In consequence of this, the force brought in the College of Police and the lead from the National Police Chiefs' Council (NPCC) on RCRP to ensure Norfolk were doing things correctly ahead of its launch. ACC Davison stated that the force received a report on this from the NPCC, and their conclusion was that Norfolk Constabulary were doing good work and were ready to launch the initiative. There were some recommendations made within the report, such as the Constabulary should meet with partners daily once the initiative went live. This recommendation was implemented for the first three weeks after the launch, then these meetings occurred weekly rather than daily. The report also stated that the NPCC were impressed with the way in which the force used technology attached to the command and control system for call scripting. The NPCC were also pleased with the forces approach to recognising their duties to children which was built in from the very beginning, and the Constabulary are trying to land this with other forces nationally as evidence of good practice. ACC Davison confirmed that Norfolk Constabulary launched RCRP on 29 May 2024. As of 11 July 2024, there has been a reduction in demand as anticipated, however Norfolk Constabulary are still key players in concern for welfare incidents and continue to attend welfare situations where there is a clear police role to be played. Prior to RCRP, Norfolk Constabulary were attending 55% of calls where there was concern

for welfare; this has now reduced to 46%. In terms of walkouts from A&E and mental health hospital wards, the force is still attending these as there is a clear police role to play in such situations. In relation to transportation, Norfolk Constabulary have had 31 calls for assistance to transport an individual when an ambulance cannot get there, and 26 of these fell outside the RCRP remit. Finally, in relation to Section 136 detention suites, the average waiting times are down to 1 hour and 17 minutes compared to the national target of 1 hour, so this trend is going in the right direction. The CC added that one of the things that the public were concerned with was that the police would not attend mental health incidents, but this is not the case as the figures demonstrate. The CC confirmed that the police continue to go to incidents where the police add value. The PCC asked what the training and supervision feedback loop looks like now RCRP is live. ACC Davison confirmed that Norfolk Constabulary have specialists in the control room to support staff with decision making, and an audit process is in place to make sure Norfolk Constabulary are complying with the call scripting and decision-trees to ensure everything is in line with training. ACC Davison added that individual feedback is given, and the force have project managers who send weekly communications into the team. All of this is used by ACC Davison to assess how to adapt training for any new control room staff and the regular training which control room staff partake in. The PCC suggested it would be good to revisit this in six months to see what some of these figures look like and how effective the feedback and training has been.

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

6.1 ACC Davison introduced the Visible and Trusted Policing paper and started by highlighting that the Public Perception Survey demonstrated that 87% of those surveyed thought that Norfolk Constabulary was doing a good or excellent job, which is an increase from the previous reporting period despite there being some very challenging issues in the public domain. Furthermore, the Office of National Statistics Crime Survey for England and Wales demonstrated some strong results in terms of public perceptions, with Norfolk ranked second in the country for the percentage of people agreeing that local policing are dealing with anti-social behaviour and crimes that matter the most. Furthermore, Norfolk Constabulary ranked 5th in the percentage of the public agreeing that local policing can be relied upon to be there when they are needed, and ranked 4th nationally for the percentage of people who rate the force as good or excellent. ACC Davison highlighted that there had been a 20% decrease in the number of complaints received compared to the previous twelve months. ACC Davison also confirmed that there have been recent changes to the chairing of Police Misconduct Hearings which came into effect in May 2024, giving Chief Constables stronger decision-making powers in assessing if an officer should be dismissed. ACC Davison is hopeful that the new protocol will be expedited to benefit the public. ACC Davison mentioned there have been significant increases in engagement activities across the county against the previous twelve months. There is pressure on 999 calls with continued increases in demand (6.7% higher than the previous

twelve months and 17.4% higher than the long-term average). Despite this, the forces service level agreement (to answer 90% of 999 calls in under 10 seconds) has improved by just under 7% against the previous twelve months. ACC Davison confirmed that he is pleased with the average 999 answer time of five seconds, however there is more work to be done in this area. The CC added that the force is seeing the length of time on a call increasing due to the need to identify if the caller has any vulnerabilities in line with the RCRP initiative and recommendations made by HMICFRS in relation to this. The CC is concerned that if the length of time spent on a call continues to rise, more members of the public may abandon calls as they are having to wait longer for their call to be answered. The DCC confirmed that Norfolk Constabulary's 999 call demand is where the bulk of the forces risk sits, however the Constabulary is consistently in the top two to three forces nationally at answering 999 calls. Furthermore, the volume of 101 calls is decreasing, and this could be due to additional online provisions now available for members of the public, as the force has seen online contact significantly rise via its digital channels. The PCC identified that the national picture is that the public have complaints in this area, however public satisfaction is seemingly very high. The PCC asked if there are any particular communication interventions that could have helped. ACC Davison suggested that there is potential for some analysis around Norfolk's Public Perceptions Survey, however Norfolk Constabulary's Communications Team do some fantastic work online and on social media which the public recognises. The CC stated the force has had to scale back and make some difficult decisions in terms of surveying due to financial constraints, however there is a desire to do more surveying, but it comes at a cost and the force prioritises more boots on the ground. ACC Davison added that the positive public perceptions figures could be linked to the fact that outcomes are on the up and compliance with the Victims Code of Practice being stronger than previous years.

6.2 The PCC asked the CC why there is an increase in the time taken to resolve complaints (from 85 to 100 days for Schedule 3's, and from 40 to 46 days for those outside of Schedule 3) when there is a reduction in the overall volume of complaints compared to the previous twelve months (from 415 to 334). The CC confirmed that the force has some complaints that have been under investigation for years, a lot of which are being overseen by the Independent Office for Police Conduct (IOPC). The CC added that when a case goes to a gross misconduct hearing it was overseen by a Legally Qualified Chair (LQC), and there had been a national shortage of these. Therefore, the force has been unable to get hearings up and running in sufficient time, which is not good for victims or officers. This is also not good for the Constabulary because officers are often on restricted duties or are suspended whilst the case goes through. These cases can then take years, which impacts on the force's statistics. The new regulation changes, which have moved away from the use of LCO's and now stipulate a Legally Qualified Person is required instead, has not helped as the CC sees similar shortages causing delays. The CC stated that he has had a conversation with the Regional IOPC Director to reiterate how long these reviews are taking and how detrimental it is to everyone

involved. The PCC suggested that she would be writing to the Home Office to address these issues causing delays.

The meeting had a short break at 14:08

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

7.1 ACC Davison introduced the Tackling Crime paper highlighting the key points. ACC Davison was pleased to comment that Norfolk Constabulary has seen progress on their work on violence against women and girls and continue to make progress embedding the Operation Soteria national operating model to help better investigate these types of crime and help support victims. ACC Davison stated that the force is exploring how to strengthen victim's survival feedback more locally as they get national feedback from the Operation Soteria team who reach out to Norfolk's victims of serious sexual offences and rapes. Linked to that, ACC Davison commented that Norfolk Constabulary have been able to maintain funds through last year's outcome-based budgeting process for the establishment of Operation Engage. This is a team that provides specialist support to victims of rape and serious sexual offences to help them feel able to continue to engage with the criminal justice process. ACC Davison commented on how Norfolk Constabulary have continued to build on their approach in tackling Serious and Organised Crime and have seen improvements in measures taken in this area. Disruptions are good with dismantlement plans continuing to grow with significant emphasis on minimising County Lines, as this is a perennial threat. ACC Davison commented on how the force has been working with partner organisations including the OPCCN, especially in relation to public health. ACC Davison noted that there is a growing threat with synthetic opioids, and highlighted the importance of taking the opportunity to identify the threat of misuse of these types of drugs which can have fatal consequences. The CC added that the ONS will be publishing their quarterly Crime survey for England and Wales report which the Constabulary anticipate seeing a 11.6% reduction in crime in Norfolk compared to the previous twelve months. Furthermore, the Constabulary anticipate seeing reductions across all crime types with the exception of possession of weapons which is anticipated to be less than 1% increase, robbery with an anticipated 2.3% increase, and shoplifting which is anticipated to have a 25% increase compared to the previous twelve months. The CC added that the force will be working with partner organisations in the criminal justice system to manage the early release of prisoners across the country, however the CC commented this will be a challenge. The CC commented on how the Probation Service and other partner agencies also need to be ready to help support offenders being released. The PCC stated she met with the Suffolk PCC and acknowledged the challenges that the force will face in light of the early release of some prisoners, and there is no quick win when it comes to this issue as it is a collective endeavour. The PCC added that discussions have been had at a preliminary level with officers and elected members at different authorities in relation to this.

7.2 The PCC asked the CC to expand on Operation Soteria and asked the CC to talk through what measures have been implemented and what this looks like for victims. ACC Davison confirmed that the Constabulary have a tactical lead for the six-pillar approach which ensures the force looks at suspect focused investigations and ensures they have the best investigators possible. Furthermore, the approach aims to disrupt repeat suspects in terms of those high harm offenders and being able to identify them. Once identified control measures are put around them to stop or slow the offending. If it cannot be stopped, then there is a procedural justice approach to engaging with victims which is linked closely with the Crown Prosecution Service (CPS). Witnesses are engaged with through the court process and Norfolk Constabulary make sure they are supported. There is also a pillar around the wellbeing of officers and the strategic use of police data analysis to help identify victims, offenders and locations, and a pillar around digital forensics. ACC Davison added that none of the stages of Operation Soteria are yet completed and it's very much a work in progress. There is ongoing victim focussed training and specialist investigative programmes that have been released by the College of Policing. ACC Davison added that the force is seeing the benefits of Operation Soteria through better quality of investigations which take a proportionate approach to critical investigation issues. ACC Davison confirmed that the force is working with the CPS around mobile phone device examinations which reduce victim intrusion and is a more targeted evidence gathering approach. The PCC asked whether the quality of investigations taken from Operation Soteria have had any impact on the solved rates and positive outcomes. ACC Davison suggested that better quality investigations keep witnesses and victims feeling confident enough to engage with the criminal justice process, which in turn is more likely to lead to a positive outcome. In terms of statistical analysis, ACC Davison stipulated there is some difficulty in assessing how well Operation Soteria is working in relation to solved rates as the Home Office counting rules changed in 2023. As such, the force is recording fewer crimes for incidents so the figures will not be comparable. The PCC asked whether there has been any national feedback in relation to Operation Soteria. ACC Davison confirmed that there has been national feedback through the NPCC and locally there is regular meetings with the CPS. Furthermore, ACC Dean chairs some of the boards around investigation standards which looks at the quality of investigations. ACC Dean confirmed that these boards do look at quality at a strategic level which is fed through an additional joint scrutiny board which deals with Rape and Serious Sexual Offences specifically. The PCC asked what organisations sit on these scrutiny boards and how lessons learnt are fed back. ACC Davison confirmed that Independent Advisory Group members, the CPS and detectives will sit on these boards and will do deep dives into specific cases to ascertain why a particular decision was made and they will make recommendations off the back of this to influence future practice.

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

8.1 ACC Julie Dean introduced the Prevent Offending paper and started by

highlighting that Norfolk Constabulary have been working closely with partner organisations on diversion and safeguarding within the county. ACC Dean added a point on the Integrated Offender Management Scheme, where Norfolk Constabulary continue with 123 offenders on the scheme, there were 27 deregistered within this reporting period with eight having an improved lifestyle and five with no criminality, which is a good result. There has been lots of partnership activity within the reporting period, with an increasing number of child strategy discussions of which there has been a review with no significant identification around the theme or trend. There has been a decrease in adult protection planning, but there are improvements around this process which are welcomed. The DAPPA team have seen a number of new referrals, however, there has been a reduction in resourcing which is now being addressed. ACC Dean confirmed that the Public Protection Unit continues to see an upward trend of registered sex offenders living in the community, with 5% growth. Furthermore, Out of Court Disposals have seen an increase of 5.4% and accounts for 30% of all positive outcomes in this reporting period. 84% of those issued with Conditional Cautions hadn't reoffended in 18 months which shows the benefits of diversionary measures, especially given the current situation with the criminal justice system. ACC Dean confirmed that Norfolk remains the busiest Restorative Justice service nationally and have received national recognition for the model used in Norfolk, which has seen 14.63% of cases choosing to take a Restorative Justice opportunity. ACC Dean stated that the number of 10–17-year-olds entering the criminal justice system are continuing to reduce, and an additional pathway is being developed for young people to receive diversionary input even if they do not make an admission, which is helping to address disproportionality.

8.2 The PCC asked the Constabulary to expand further on the additional diversionary pathway for young people. ACC Davison explained that this new pathway is called the 'Deferred Prosecution Pathway' and is a Norfolk Youth Justice Board intervention which is offered when a child has admitted to the offence or provides a 'no comment' interview. ACC Davison clarified that this links in with disparity and disproportionality with young black individuals because of the relationship with the police, as the evidence base suggests that they are less likely to talk in an interview with the police due to distrust. Therefore, prior to this additional pathway, the only thing that could be done was to charge those individuals. There are still processes and rules that must be followed and the child must be ready to engage with the Youth Justice Service and the offence must be a suitable offence for this outcome. The needs of the victim still need to be taken into account and it must be in the public interest to offer this outcome. This new pathway cannot be offered if the individual has denied the offence. ACC Davison commented that if the child fails to complete this intervention, then they will look at other diversionary measures to see if they are applicable. ACC Davison also noted that fewer than one in ten children issued with an out of court diversion in Norfolk go on to reoffend. The PCC asked what the timeline looks like for any reoffending for the new Deferred Prosecution pathway.

Action 3: ACC Davison confirmed he will look into the timeline for reoffending and will provide the PCC with some further details.

8.3. The PCC asked the Constabulary about the likelihood of the victim not accepting a community resolution and instead wanting something more formal, what is Norfolk Constabulary's approach to this. ACC Dean stated that the Constabulary uses proportionality in such instances taking into account the victim's needs, what is in the public interest and the offence itself. ACC Dean stipulated that this very rarely occurs and once communicated clearly with the victim they would ordinarily accept the community resolution and it is unlikely that the Constabulary would ever proceed without the victim's agreement. The PCC acknowledged that there is good practice here and is just trying to understand how much the victim is involved with the process. The CC added that there is an expectation that the victim will always be consulted.

8.4. The PCC asked how the increase in registered sex offenders is being managed and what impact this demand has on the Constabulary. The CC highlighted how this is an area of policing in which members of the public do not typically see. The Constabulary has a team of officers whose full-time jobs is to manage these sex offenders living in Norfolk. These volumes of offenders will continue to rise as they are living for longer and are typically on longer sentences in the community. The CC noted that the growth in sex offenders living in Norfolk may increase with the early release of prisoners. The CC confirmed that the force has had to spend money putting more people into this unit to manage the increased demand. The CC stipulated that this is an area where the Constabulary are seeing cost pressures and are likely to see such pressures going forward. The CC clarified that all registered sex offenders are given a risk rating which determines the regularity of visits, some of which are visited very frequently by necessity, which is a growing challenge for the foreseeable future. The CC commented how this ultimately takes officers off the beat, however this is such an important area to manage and get right, and it is in the public interest to do so. The PCC asked the CC how big the team is. The CC confirmed that the force has 35 members of the team which is an uplift of six staff. ACC Davison added that they typically work in pairs when undertaking visitations to ensure officer safety and to avoid grooming. It was also confirmed that the team now has a Digital Media Officer who is a subject matter expert on examining all technology used by sex offenders. ACC Davison added that the force now has a comprehensive dashboard which manages information around sex offenders in Norfolk so that Offender Managers can keep on top of their cohorts. The current ratio of Offender Managers to registered sex offenders is around 1:55 in the county, which is one of the best ratios in the country. The PCC noted how this work is entirely non-negotiable to maintain public safety but is a somewhat thankless task, so the PCC expressed her thanks to the team doing the work in this area as it is critical. The CC acknowledged that it is a very difficult job and the members of the team who deal with registered sex offenders are exposed to some of the worst behaviours and perpetrators, and the difficulty in terms of job satisfaction is that

success is measured if nothing happens. The PCC asked the CC if the force has sufficient resources to help support members of the team. ACC Davison confirmed that they do as the investment the Constabulary have made over the years has been able to support the increases in demand. The force is also able to train their staff sufficiently on the National Accredited Offender Manager Course and are looking to see whether members of staff who work in other areas of public protection can be trained on this course to provide greater resilience.

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

9.1 ACC Dean introduced the paper on Support Victims and highlighted the Victims Code of Practice (VCOP) and the fact that Norfolk Constabulary have focussed efforts on what the new legislation means to the Constabulary. The forces VCOP dashboard enables them to measure compliance with the code and Norfolk have been able to make improvements in a number of areas due to the dashboard. ACC Dean confirmed that the force is looking at what the dashboard will look like under the new code and how compliance will be measured. ACC Dean added that the force will need to train officers appropriately to ensure they understand their responsibilities around the new Victim Code. The Victim and Witness Service (VAWS) Care Teams continue to experience high workloads due to significant court backlogs. Each member of the team typically manages 100-200 cases each which is a significant concern. ACC Dean stated that Norfolk Constabulary have invested in eleven extra members of staff on temporary contracts post-COVID. ACC Dean added that the target set by HM Courts and Tribunal Services to bring the court backlog down by March 2025 is now looking unachievable. The VAWS teams are monitored regularly in terms of welfare and supervisors are in tune to what sort of cases the team are looking after and how they can be best supported. ACC Dean confirmed that that the forces Special Measures Advisor remains in place and the force has received excellent feedback from the CPS. In relation to anti-social behaviour (ASB), the number of cases has reduced which is reassuring and there are daily reviews of ASB cases within Local Policing. ACC Dean stated that Norfolk Constabulary have seen an increase in the use of Community Protection Notices and Warnings. ACC Dean added that police powers are reviewed through a Joint Use of Powers Board and a Managing Offenders Board. The force is also seeing increases in the Domestic Violence Disclosure Scheme (Clare's Law) and the Child Sex Offender Disclosure Scheme (Sarah's Law) which is reassuring to members of the public as a full range of protective measures are being exploited by the force. The CC added that Norfolk Constabulary are impacted by the court backlog as they are picking up the challenge of trying to keep victims and witnesses engaged for longer due to court delays. These delays come at a significant cost to the force which just adds to all the other cost pressures faced by Norfolk Constabulary. This money could otherwise be going to boots on the ground; however the Constabulary is having to spend it on staff picking up the phone to tell victims and witnesses their case has been delayed. ACC Dean added that the staff in the VAWS teams work in that department because they care, and they feel like they cannot provide a good

service due to recurring delays in cases and they are often the bearers of bad news. The PCC acknowledged the frustrations felt by Norfolk Constabulary and noted the personal cost on the care teams too. The PCC asked if there are any wellbeing and sickness issues within the team. ACC Dean confirmed that the force does have welfare and wellbeing concerns, and these concerns are overseen at Chief Inspector level to ensure appropriate supervision and support is in place. Court scheduling and delays often mean that the team have to deliver bad news to victims and witnesses late on a Friday afternoon which leaves them vulnerable over the weekend. ACC Dean added that the force has had to take members of staff away from their role for days or weeks just to ensure they are getting a reset. The PCC acknowledged that there are a lot of direct and indirect effects of this and asked if there is any measure on how well Norfolk Constabulary is doing in terms of supporting those victims. ACC Dean stated that the team is doing a fantastic job, but it is incumbent for the force to look at how they can work with partners in this area in order to share the workload. The PCC asked the CC if the force had any specific costs which could demonstrate the financial impact the court backlog is having on the Constabulary.

Action 4: The CC confirmed that the force could provide figures to the PCC on the costs of court delays.

9.2 The PCC commented on how there needs to be some change here so she needs to understand how best to unlock such, and those figures could facilitate that. The CC added that the force also needs the Association of Police and Crime Commissioners support in this area too, as well as other parts of the Government to ensure all organisations within the court system are supported as well as they can be, as it should not be the police who are picking up the economic cost of the backlogs. The PCC, CC and ACC Davison agreed that this affects all organisations involved in the criminal justice service across the nation. The CC added that this has an adverse effect on public confidence too. The DCC highlighted a consequence of this is that Norfolk Constabulary receive bad headlines due to non-delivery of justice as members of the public do not discriminate between the organisations within the criminal justice system, and the police are at the forefront of this.

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

10.1 The DCC introduced the paper on Safer and Stronger Communities. The DCC started with road safety by noting that there has been an increase in the Killed or Seriously Injured (KSI) totals in Norfolk against the previous twelve months. Vulnerable road users are disproportionately impacted, especially those categorised as motorcyclists, pedestrians, and elderly drivers (over the age of 60 years old). The DCC noted that Norfolk have seen an ongoing strain on the roads with more people using Norfolk roads than ever before. In terms of enforcement the DCC stipulated that the force is addressing many issues including the 'Fatal Four', commercial vehicles and the running of many campaigns such as the drink

and drug driving enforcement campaign during the recent European football competition. The DCC highlighted that speed detections are significant in the county and added that enforcement is only one aspect of what the force does in relation to road safety. The DCC stated that the Constabulary works with local partnerships, however despite this there is still a rising number of KSI's. The PCC asked whether Norfolk Constabulary use the CRASH or STATS19 data systems in relation to road safety. The DCC confirmed that the force uses the CRASH system and have used it for quite some time. The PCC stipulated that she would like to see more environmental factors being detailed when it comes to KSI's and road safety as there are data quality disparities in the CRASH system. The DCC stated that the force does collect extensive data, however the DCC could not say specifically how much of this environmental data is collected. The DCC added that if the police are in attendance, they will fill out the appropriate paperwork and accept people's reporting information. The DCC accepted that the seriously injured criteria had been broadened which saw an increase in data and Norfolk Constabulary investigate these incidents seriously due to the life-changing nature of these.

Action 5: ACC Dean confirmed that she will explore the CRASH system data with specific reference to environmental factors.

10.2 ACC Dean also noted that there hasn't been a strategic road safety partnership meeting for some time, however there is an operational one that will be reinstated which collective evidence will be sent into. It can then be assessed in terms of targeting around education, prevention and enforcement. The PCC asked ACC Dean whether around 20% of KSI's still involve young drivers. ACC Dean confirmed that it is a disproportionate amount but could not state if 20% was the correct figure.

10.3 The DCC continued with the paper highlighting that Norfolk Constabulary is seeing reductions in most crime types and upticks in outcome rates across most categories. The DCC then mentioned the initiatives the Constabulary involves their volunteers in, including Special Constabulary Officers. The PCC asked the CC, what the volunteering landscape looks like in Norfolk Constabulary. The CC confirmed that the majority will be individuals involved with Community Speed Watch activity, however there are a range of wonderful people who help around the county, including: administration support, help with police vehicles, assistance with CCTV systems, chaplaincy services, Broads Beat Team and Neighbourhood Watch. The CC stated that Specials will continue to be incredibly important to Norfolk Constabulary, however the force needs to look at every role and see whether they need the warranted powers of police officers and assess the kit, equipment, and training requirements. The PCC noted that she will be meeting with volunteers and the Police Cadets in due course.

10.4 The PCC commented on how nationally, roads policing is not generally picked up well in terms of accountability and stated that she wants to have partnership discussions going forward because road safety is clearly a priority for the people of Norfolk, and this will be explored in the Police and Crime Plan

consultation. The CC acknowledged that it is a priority and matters of anti-social driving are brought to his attention, however it is important to weigh up all of the priorities as Norfolk Constabulary need adequate coverage. Road safety is an area where the force is already busy and active, which can be evidenced through the issuing of around 60,000 enforcements for speeding in the last year.

11. Emerging Operational/Organisational Risks

11.1 It was agreed that all the emerging risks had been discussed in the meeting such as the early release of prisoners. The CC noted that it is expected that Police Officer pay awards will be announced shortly which could put further financial pressures on the Constabulary. If such award is not fully funded, then the CC confirmed that he will be having to make some tough decisions going forward.

12. A.O.B.

12.1 There was nothing discussed under Any Other Business.

13. Date of Next Meeting

13.1 The next meeting is scheduled to take place on Tuesday 8 October at 10:00am in the Office of the Police and Crime Commissioner, Building 7, Falconers Chase, Wymondham.



Sarah Taylor
Police and Crime Commissioner



Paul Sanford
Chief Constable