

PCC ACCOUNTABILITY MEETING

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

Date: Wednesday 29 January 2025

Time: 10:00am

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

A G E N D A

Item	Time	Agenda Item	Page Number
1.	10:00am	Attendance and Apologies for Absence	
2.		Declarations of Personal and/or Prejudicial Interests	
3.		To confirm the minutes and actions of the previous meeting held on Tuesday 8 October 2024	Page 3
4.	10:15am	Public Questions	Verbal Update
5.	10:30am	Police, Crime & Community Safety Plan 2022-24: Pillar 1 - 'Sustain Norfolk Constabulary'	Page 11
6.	10:45am	Police, Crime & Community Safety Plan 2022-24: Pillar 2 - 'Visible and Trusted Policing'	Page 26
	11:00am	Refreshment break (if required)	
7.	11:15am	Police, Crime & Community Safety Plan 2022-24: Pillar 3 - 'Tackling Crime'	Page 42
8.	11:30am	Police, Crime & Community Safety Plan 2022-24: Pillar 4 - 'Prevent Offending'	Page 56
9.	11:45am	Police, Crime & Community Safety Plan 2022-24: Pillar 5 - 'Support Victims'	Page 72
10.	12:00pm	Police, Crime & Community Safety Plan 2022-24: Pillar 6 - 'Safer and Stronger Communities'	Page 84
11.	12:15pm	Emerging Operational/Organisational Risks	Verbal Update

12.	12:20pm	A.O.B.	Verbal Update
13.	<u>Date of Next Scrutiny Meetings</u> Police and Crime Panel: Tuesday 4 February 2025 from 10:00am – 1:00pm Strategic Deep Dive: Cyber Security: Wednesday 26 February 2025 from 10:00am – 12:00pm PCC Accountability Meeting: Wednesday 16 April 2025 from 10:00am - 1:00pm		

Enquiries to:

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إذا كنت ترغب في الحصول على نسخة من هذا المستند باللغة العربية، يرجى الاتصال بمكتب مفوض الشرطة والجريمة على 01953424455 أو عن طريق البريد الإلكتروني opccn@norfolk.police.uk

Summary of the PCC Accountability Meeting

Date: Tuesday 8 October 2024

Venue: Conference Room, Office of the Police and Crime Commissioner for Norfolk (OPCCN), Wymondham

1. In attendance:

- Police and Crime Commissioner (PCC) – Sarah Taylor, OPCCN
- Chief Constable (CC) – Paul Sanford, Norfolk Constabulary
- Chief Executive – Mark Stokes, OPCCN
- Deputy Chief Constable (DCC) – Simon Megicks, Norfolk Constabulary
- Chief Finance Officer – Simon George, OPCCN
- Assistant Chief Constable (ACC) – Nick Davison, Norfolk Constabulary
- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, OPCCN
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary
- Head of Performance and Scrutiny – James Stone, OPCCN
- Chief Inspector – Robert Button, Norfolk Constabulary
- Inspector – Lucy King, Norfolk Constabulary
- Sergeant – Richard Bell, Norfolk Constabulary
- Media and Communications Manager – Sue Starling, OPCCN
- Corporate Communications Manager – Laura Bagshaw, Norfolk Constabulary
- Performance and Scrutiny Manager – Kirt Wilkinson, OPCCN

1.1 Apologies for absence:

- Director of Governance and Deputy Monitoring Office, Performance and Scrutiny Directorate – Sharon Lister, OPCCN

2. Declarations of Personal and/or Prejudicial Interests

- There were none declared.

3. Confirm Minutes of the Previous Meeting Held on Monday 22 July 2024

- The minutes from the PCC Accountability Meeting held on Monday 22 July 2024 were agreed to be a true and accurate reflection of the meeting.

4. Public Questions

Question	Constabulary Answer
<p>Since the appointment of the new Police and Crime Commissioner (i.e. 2 May, 2024), specifically what steps have been put in place to improve the quality of how the police interact with the public and victims of crime, and how is the effect of these steps being measured?</p>	<p>The CC confirmed that public and victim engagement has always been a priority of his and 2 May 2024 was not the starting point for this priority. The CC mentioned an array of operations Norfolk Constabulary are managing which are providing enhanced service to victims, such as Operation Engage (which has now received permanent funding) which provides the best possible service for victims of Rape and Serious Sexual Offences (RaSSO). Operation Focus was also mentioned by the CC which encompasses hot-spot policing. The CC stipulated that Norfolk Constabulary received a 'Good' grading from His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) for neighbourhood policing in their recent PEEL report. The CC added that the force is looking at ways to get an improved local public perceptions survey in place in Norfolk.</p>
<p>I am writing to you as a deeply concerned resident of St Stephen's Square, Norwich, to urgently request your support and intervention in addressing an escalating crisis in our community. Over the past month, more than fifty drug deals have been recorded on camera taking place openly on our small street, which consists of just 23 houses. The frequency, visibility, and audacity of these illegal activities have become increasingly alarming, and immediate action is necessary to safeguard our neighbourhood.</p> <p>This growing issue is not only threatening the safety and wellbeing of residents but is also tarnishing the reputation of our local area. The constant presence of criminal activity in broad daylight is fostering a climate of fear and insecurity among families, the elderly, and vulnerable individuals. We are particularly concerned that this situation could lead to violence, especially in light of the drug-related murder near Pottergate on 2nd August.</p> <p>Despite numerous reports to the authorities, supported by clear video and photographic evidence of illegal drug transactions, there appears to have been insufficient action taken to decisively tackle the problem. As a result, I am reaching out to you, our elected representative, to ask for your assistance in ensuring that the police take immediate and meaningful steps to confront this issue.</p> <p>The situation in St Stephen's Square must not be allowed to deteriorate further. As residents, we deserve to live in a safe and peaceful environment, free from the fear of criminal activity taking place right outside our homes. We urgently need a coordinated response that will not only stop the immediate threat but also restore confidence in local law enforcement and public safety efforts.</p> <p>I sincerely hope you will take up this matter on behalf of the residents and provide the leadership needed to bring about real change. Your involvement could make all the difference in safeguarding our community's wellbeing.</p> <p>The residents will be attending a SNAP Community Police Meeting on the 9th of October at 7pm, held at the Community Café on Vauxhall Street. Your presence (or someone senior) at this meeting would be greatly appreciated.</p> <p>Thank you for your attention to this critical issue. I look forward to your response and to working with you to resolve this matter.</p>	<p>The CC stated that he was sorry to hear that this is someone's personal experience, however, he is aware of concerns in the area. The CC stated that the issues are complex and require a coordinated partnership response with significant police involvement. The CC confirmed that the Chief Inspector for this area had attended a round table meeting regarding this priority area and Norfolk Constabulary are working with Norwich City Council to secure and implement Closure Orders and Criminal Behaviour Orders. The CC confirmed that a particularly problematic individual has been issued a Criminal Behaviour Order recently and further Community Protection Notices had been issued for other individuals in the area. The CC stated that there has been installation of additional cameras in that location which came about by virtue of the force and partners engaging with local groups and residents there. The CC stipulated that the force is working with young people, shops and business in the area. Furthermore, there are increased patrols of uniformed and plain-clothes police officers around the area.</p> <p>The CC also mentioned that there would be police representation at the SNAP meeting being held on 9 October 2024 on Vauxhall Street.</p>

Question	Constabulary Answer
<p>In response to a Freedom of Information request in February 2024, Norfolk Constabulary confirmed it was retaining guidance on strip searching detainees that overrides PACE and the Equality Act and prioritises claimed gender identity, pending review, thus allowing male officers to search women & girls.</p> <p>How long will this unlawful guidance, amounting to state sanctioned sexual assault, be retained and can you confirm that the review being conducted will respect the protected characteristic of sex and the vulnerability of female detainees?</p>	<p>The CC confirmed that Norfolk Constabulary adopted the National Police Chiefs' Council (NPCC) guidance on this, however that guidance has recently been withdrawn by the NPCC. The national lead on this is the CC of Northumbria who has commissioned a review of the guidance which includes obtaining appropriate legal advice and consultation. Therefore, given the current circumstances, the CC suggested that it is difficult to comment on this in full. The CC stated that once the review had concluded, Norfolk Constabulary will assess whether they will adopt the revised approach. As it stands, Norfolk Constabulary have reviewed its local policies for searches conducted under PACE Code A which relates to stop searches conducted on streets, and searches that are conducted in a custody suite under PACE Code C. The CC confirmed that the Constabulary's Legal Services Department are engaged within the process, however the force assesses each search on the specific circumstances presented, including the wishes and objections of those involved. The CC concluded by saying that forces nationally want some clarity on this, which should come from the national review.</p> <p>The PCC stipulated that she would speak with the Independent Custody Visitors (ICV) Scheme Manager from the OPCCN in relation to how policies are being implemented for detainees, as she is confident they are being treated respectfully.</p>
<p>In view of the importance of accurate crime data, can you confirm whether Norfolk Constabulary records the immutable biological sex of victims and offenders, in line with the Equality Act, unless modified by a Gender Recognition Certificate as per the recent Haldane judgement, rather than the subjective category of gender identity, which has no definition in law. Suffolk and Norfolk Constabulary still let suspects self-describe their gender (not Sex) and an option for "prefer not to say". Can you reassure myself and the public that the Police will not disregard the law and so keep in line with it and record the Sex of their suspects? This is an ongoing problem which I feel the Police is intent on ignoring.</p>	<p>The CC commented that for the recording of a crime in Norfolk, Athena (the Constabulary's crime recording system) has fields for the recording of sex. The recording options are 'male', 'female', 'unknown' or 'unspecified'. The Constabulary cannot ask for gender recognition certificates as they are protected documents, however when an individual presents themselves into custody the sex field is the same as that of crime recording on Athena. Additionally, a Custody Sergeant will ask a number of questions, which will include self-defined gender, so Norfolk Constabulary collect both sets of data. The CC stated that Norfolk Constabulary offer guidance to officers on this and where there is doubt on gender the detainee should be asked.</p> <p>The PCC stipulated that the OPCCN had received a number of queries on this especially regarding Athena. The PCC confirmed that there had been talks with the CC about the scope of an Athena replacement as the PCC has concerns regarding all protected characteristics on the system. The PCC confirmed that there would be continued discussions on this.</p>

5. Pillar 1 – Sustain Norfolk Constabulary

PCC Question	Constabulary Response
<p>What steps are being taken to regain some of the £500k overspend that Norfolk Constabulary is facing?</p>	<p>Assistant Chief Officer (ACO) Jasper commented on how the recent police officer and staff pay rises have made it very difficult for the Constabulary to claw back any of the overspend, particularly as it is only a partially funded pay rise from the Government. However, ACO Jasper confirmed that the force has a finance Gold Group which is looking at all spending that is in the control of the Constabulary to see if savings can be made to offset police officer and staff pay rises. ACO Jasper suggested that the force will want to increase any income such as mutual aid or interest on treasury management, however there is only so much that can be done in these areas. ACO Jasper mentioned that force pay awards over the last three years have put £5m of pressure on Norfolk Constabulary.</p> <p>The CC added that the force is awaiting the Autumn budget and spending review. The CC also suggested that there is a strong case for improving the financial resilience of policing. The CC stated that Norfolk will always be a loser in terms of resource when using the current Police Allocation Formula. The PCC agreed that the funding formula is particularly problematic. The CC added that any replacement would need to include population growth as Norfolk is above the national average on this.</p>
<p>How much of force sickness is long-term sick leave?</p>	<p>The DCC confirmed that around 70% of all force sickness is short-term. He stated that Norfolk Constabulary had invested in wellbeing provisions such as psychiatry. Officers are heavily encouraged to engage with the force wellbeing</p>

PCC Question	Constabulary Response
	provisions, especially those officers and staff being exposed to indecent imagery and traumatic incidents.
What are Norfolk Constabulary's thoughts on the changes and recommendations contained in Norfolk Constabularies recent HMICFRS Police Efficiency, Effectiveness and Legitimacy (PEEL) Report and what does this look like going forward?	The CC commented that in broad terms the report is fair and the Constabulary is performing well, however there are pressure points such as dealing with non-emergency demand in the Control Room as the forces' answering times are not quick enough according to HMICFRS. There are further demand challenges in the Multi Agency Safeguarding Hub which the Norfolk Horizons Team will be reviewing. Resource surrounding the management of registered sex offenders was a pressure which has since been rectified, however it required significant funding. The CC suggested that priorities would be reassessed once the new Police and Crime Plan is published. The DCC reiterated that prioritisation is important and Norfolk Constabulary's 999 call handling is some of the best in the country. The DCC confirmed that the force has a switchboard which redirects 101 calls to 999 for those calls which may be more of an emergency. Some of the factors identified in HMICFRS' report reflect the force being proactive, such as with risk assessments.

6. Pillar 2 – Visible and Trusted Policing

Question	Constabulary Answer
Could the Constabulary check the Professional Standards Department (PSD) 'Upheld Complaints' figures as there appears to be a discrepancy in the papers?	The DCC confirmed that whilst there were two differing figures in the papers, one figure related to complaints that had been finalised (377) and the other figure referred to complaints opened (327) between 1 July 2023 and 30 June 2024
In relation to complaints being upheld, how are lessons being identified and learned regarding the prevention of future complaints and how is this being incorporated into the force?	ACC Davison explained that Norfolk Constabulary is working on a Power BI dashboard which identifies trends to help with practice regarding complaints. This is to be used in conjunction with PSD's Prevent Officers, who go into departments and speak to individuals who may benefit from further assistance as to their behavioural approach. These mechanisms then help with discussions as to whether the force needs to change and adapt any of their initial training for student officers.
What remedial action is being taken in relation to 'Upheld complaints'?	ACC Davison stated that the force's approach to dealing with complaints is 'lessons learned' and what the Constabulary can do to improve their service. This is achieved by engaging with the individuals making the complaints to understand what they are and what the desired outcome is. It's important to ensure that there are no misconduct elements to the complaint as that would be dealt with in an entirely different manner. If there are identifiable learnings to be had, a supervisor or senior manager will link in with the officer to provide feedback so that they understand what the issues are and how their approach can be corrected going forward. Training or learning and support can then be offered to those particular officers. The Power BI dashboard and Prevent Officers are then an enhancement and strengthening of this matter of course. ACC Davison highlighted how there are thousands of interactions between police officers and Norfolk residents each year, which are very positive. ACC Davison clarified that of the 22% of incidents where the forces service was deemed unacceptable, no misconduct hearings were required upon assessment of the matters, all were resolved locally either via 'lessons learned', a formal apology or some additional training and support. The CC added that PSD will look at more than just the data, they will look at service quality elements and how investigations progress. The PCC noted how there appears to be a level of asymmetry between the national public perception and local experiences and confidence.
Are there any timeframes being worked towards for the implementation of the Power BI dashboard?	The DCC confirmed that there are no set timeframes at this moment.
In relation to engagement activities, to what extent is there double counting in recording?	ACC Davison stated that there is a degree of officer interpretation when recording engagement activity. There are various drop-down options when selecting categories on the forces recording app.

Question	Constabulary Answer
Please could you bring to life the crime prevention indicators and what these look like?	Crime prevention can range from situational crime awareness to Call Takers giving initial primary crime prevention advice. Furthermore, there is more bespoke appointments and events which are generated through the use of surveys. ACC Davison added that the force has found an online survey software (SmartSurvey) with little extra cost to the Constabulary which the force is looking at to replace the previous local Public Perceptions survey. In addition to this, there is an ongoing project on visibility which ACC Davison chairs which is looking at GPS opportunities, working through technical aspects to get a better idea as to where police officers are at any given time of day in Norfolk, to try and demonstrate just how active frontline officers are.

7. Pillar 3 – Tackling Crime

Question	Constabulary Answer
In relation to RaSSO, do Norfolk Constabulary have an idea as to the quantum of repeat victim reporting?	See Action 9 of the "Actions Table" below. ACC Davison added that some of the repeat victims of RaSSO are children who go missing and become victims as they are exploited by adults. The CC added that there has been a recent thematic inspection report from HMICFRS on the policing of RaSSO and one of the recommendations within the report was that by 31 January 2025, the College of Policing, the Victims Commissioner and the NPCC should agree a common definition as to what a repeat victim or offender is, so the PCC is to be mindful of this when reviewing the summary report which will be provided by the Constabulary.
What is the current threat level of the synthetic opioids Nitazenes and what partnership action is being taken in relation to this threat?	ACC Davison confirmed that there is a national threat which is significant to drug users and prevalence is spreading across the globe. Nitazenes can be used to adulterate other drug types which makes it even more of a threat. Project Housebuilder, which Norfolk Constabulary are represented at, shares current information and best practice for managing current threats. 300 deaths have been linked to Nitazenes in the UK in the past year. Norfolk has had three recorded drug-related deaths where Nitazenes have been present. ACC Davison confirmed that Norfolk Constabulary are working closely with the Norfolk Drug and Alcohol Partnership. There is a synthetic opioids response panel, which is a multi-agency approach which Norfolk Constabulary are a part of. Information is shared with the East of England Ambulance Services. In August 2023 there were four near-fatal incidents within a week because of Nitazenes which were prevented through the ambulance services using Naloxone (an antidote to synthetic opioids). Within 48 hours of the last incident, Norfolk Constabulary had identified the County Line involved and worked with the Met Police to target the supplier and remove the batch from the streets of Norfolk which saw the offenders brought to justice.
How many officers carry Naloxone?	ACC Davison confirmed around 200 Norfolk police officers now carry Naloxone.
Do you think there should be an appropriate review on the volume of officers carrying Naloxone as it appears to be incredibly effective?	ACC Davison confirmed that a review had been conducted in relation to this and would share this with the PCC (see Action 10).

8. Pillar 4 – Prevent Offending

Question	Constabulary Answer
Could you talk through the section 47 (Child Safeguarding) strategy discussions and detail what is meant by the suggestion that there is no overuse of strategy discussions in Norfolk?	The DCC explained that Section 47's are a statutory responsibility between the Constabulary and children's Social Services when there is concern that a child is at risk of significant harm and an enquiry is initiated to decide whether and what action is required. The Constabulary and children's Social Services need to strike a balance as to what the appropriate action is when discussing section 47's. ACC Davison confirmed that the Constabulary want to review the MASH (Multi-Agency Safeguarding Hub) as there

Question	Constabulary Answer
	needs to be a strengthening in health and education.
In relation to restorative justice, are there many instances where victims change their mind during the process and instead want to pursue a more punitive outcome?	<p>The DCC commented on how the restorative justice process is a journey which is why the force has the Restorative Justice Hub that explains to the victims the benefits of the process and what it actually is. The DCC commented on how ordinarily the distance between any victim and offender is usually very far apart, however restorative justice brings them closer together, so it must be conducted and managed properly.</p> <p>ACC Dean stated that 100% of Conditional Cautions in Norfolk go through to the Restorative Justice Hub, and 15% of those then go through the restorative justice process. ACC Dean suggested that it is limited in resource, but referral numbers are increasing and there is a national light being shined on Norfolk due to their good work.</p>

9. Pillar 5 - Support Victims

Question	Constabulary Answer
In relation to Operation Converter please could you comment on the increase in victim satisfaction and what this looks like in practice?	The DCC commented on how Operation Converter provides victims of crime with an opportunity to get justice in situations where they ordinarily would not. Norfolk Constabulary look at patterns of crime and speak with perpetrators who fit that modus operandi. This allows the perpetrator to admit to additional crimes they committed, which may have previously been unsolved. These admissions can then be looked at by the courts; there will not be charges per se, but they will be taken into consideration by the courts when they are sentencing perpetrators to understand the full pattern of behaviour. This provides victims with closure.
Will admissions via Operation Converter account for force detections in terms of Constabulary data, but not charges?	The DCC confirmed that they would be recorded as a detection but not a charge.
In relation to the Neighbourhood Policing Board, what kind of trends and findings are you establishing?	ACC Dean stated that the key outcome from this is the differing working practices across the county in the different districts. One of the key trends was around the use of anti-social behaviour Stage 1 Warning Letters as Kings Lynn and West Norfolk District had issued far more than other districts so the force is now trying to replicate the practice from that district across the others for greater consistency. ACC Dean confirmed that failed Criminal Behaviour Order applications were a further area the force were looking at and Crown Prosecution Service have been made aware of this.

10. Pillar 6 – Safer and Stronger Communities

Question	Constabulary Answer
Is anyone looking at the use of the SAMS2 data from a problem-solving point of view?	ACC Dean stated that from a single agency point of view, no this is not being looked at, however from a joint agency point of view this is being looked into. The restructuring of the Norfolk Road Safety Partnership should aid this.
In relation to obstruction of highways, when and how do the Constabulary become involved? Supplementary to this, is the Constabulary aware of any malicious intent behind some of these incidents?	<p>ACC Dean confirmed that she did not have any information immediately available to her relating to incidents with malicious intent. From a Roads and Armed Policing Team perspective obstruction of the highway is less of a priority and the response to this would fall under local policing, however it is worth another discussion with parish council representatives and engagement officers.</p> <p>The CC commented on how this may be something for the Norfolk Community Safety Partnership, as this is a real issue in newly developed housing estates. If there are instances of obstructions that impact on accessibility the force would become involved.</p>

Question	Constabulary Answer
Do you have any observations on the reporting differences across districts in Norfolk for hate crimes? Supplementary to this, can you comment on the slow uptake in the Stop Hate in Norfolk training?	See Action 11 within the "Actions Table" below.

Emerging Operational/Organisational Risks

- The CC stated that the only thing to raise would be the uncertainty around finances and funding for the next twelve months. It is likely that the Constabulary will have to deliver some significant saving to maintain their level of service.

Actions

Description of Action	Action Update / Decision
Action 1 (22 July 2024): The CC is to look into the timeline for the acoustic noise camera trial.	8 October 2024 - The first camera was installed in November 2022 as part of a Department of Transport seven-week trial. Great Yarmouth was one of three sites chosen in the UK. An acoustic recognition camera is currently installed, which was obtained through the Home Office Safer Streets funding, and which also funded the license for the remainder of the 2024/25 financial year. Funding opportunities to extend the license when the Home Office funding ends are being scoped in conjunction with Great Yarmouth Borough Council. Action closed.
Action 2 (22 July 2024): The OPCCN is to share contact details with the CC on the member of the public who submitted a question regarding the recruitment of Special Constables so being that the question submitter consents to this.	8 October 2024 - Consent received from question submitter and contact details shared with Norfolk Constabulary. Action closed.
Action 3 (22 July 2024): ACC Davison is to look into the timeline for reoffending in relation to the new Deferred Prosecution pathway.	8 October 2024 - This action relates to the new Deferred Prosecution pathway which was implemented by Norfolk Youth Justice Services (NYJS) at the end of February 2024. By the end of July 2024, the pathway had been used for 43 young people. The intervention takes on average three months to complete, and for all types of diversionary outcomes NYJS tracks re-offending for individual children for twelve months from the date that they received their diversion. Some of the young people who have been given this disposal type are therefore still completing the intervention, and it is too early to obtain re-offending data for the remainder of the cohort. This will be a good case for analysis in due course. Action closed.
Action 4 (22 July 2024): The CC is to establish specific costs which could demonstrate the financial impact the court backlog is having on the Constabulary and to share such with the PCC.	8 October 2024 - A recent Outcome Based Budgeting submission has profiled the requirement to extend the eleven temporary Victim and Witness Service (VAWS) Team posts that are required to maintain service delivery to victims and witnesses as a result of the significant and sustained court backlogs. The submission accounts for a need to budget for £349,340 to extend the uplift of posts across both forces for another twelve months (for the 2025/26 financial year). The uplift cost for Norfolk is £197,202. ACC Dean is to provide the PCC with some examples of significant court delays to aid the PCC with drafting a letter to the Ministry of Justice. Action ongoing.
Action 5 (22 July 2024): ACC Dean is to explore the CRASH system data with specific reference to environmental factors.	8 October 2024 - The CRASH system allows a wide range of collision factors to be recorded including information about road surface conditions, light conditions, weather, and carriageway hazards. In addition, CRASH allows 'contributory factors' to be recorded. There are nine categories of contributory factors including 'Road Environment Contributed' (e.g. slippery road due to weather, animal or object in carriageway, deposit on road such as mud) and 'Vision Affected by' (e.g. vegetation, street furniture, rain, sleet, snow or fog, dazzling sun). These mirror the STATS19 contributory factors as CRASH records the same statistics. Following a Department for Transport-led change to how contributory factors are recorded on CRASH, the Constabulary is temporarily unable to report on these (this is being addressed by ICT). Whilst the force cannot currently report contributory factors it is still possible to extract some environmental factor data from

Description of Action	Action Update / Decision
	CRASH, and the 'Supporting Road Users to be Safer on our Roads' section of the Pillar 6 PAM paper for the October meeting includes some of this data in relation to KSI collisions for the reporting period. Action closed.
Action 6: The PCC is to speak with the OPCCN ICV Scheme Manger regarding how policies are being implemented for detainees in relation to searches.	New Action (8 October 2024).
Action 7: The DCC is to send the PCC a review of the asymmetry of complaints.	New Action (8 October 2024).
Action 8: The PCC is to meet with the Director of the Local Policing Delivery Unit to discuss the Power BI dashboard for case management.	New Action (8 October 2024).
Action 9: ACC Davison is to produce a summary report for the PCC on the quantum of repeat victimisation for Domestic Abuse and Rape and Serious Sexual Offences. The report is to include the percentage of those cases which meet the definition of 'non-recent'.	New Action (8 October 2024).
Action 10: ACC Davison to provide information to the PCC on Naloxone availability for police officers to carry on duty.	New Action (8 October 2024).
Action 11: The PCC and the Director of the Local Policing Delivery Unit are to meet to discuss district Hate Crime and Incidents datapoints and training uptake.	New Action (8 October 2024).

Date of next meeting:

Tuesday 21 January 2025

Signatures



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Sarah Taylor
Police and Crime Commissioner



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Paul Sanford
Chief Constable



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2025

SUBJECT:

Constabulary update on Pillar 1 (Sustain Norfolk Constabulary) of the Police and Crime Plan

SUMMARY:

The report sets out a short summary update of key Constabulary activity contributing to elements 1-7 of Pillar 1 of the Police and Crime Plan.

RECOMMENDATION:

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

An overview for each section is provided in Appendix A

PILLAR 1 SUSTAIN NORFOLK CONSTABULARY

Maintaining an Effective and Efficient Policing Service

- This report is the summary forecast position as at 30th September 2024. The total Group Revenue Budget is forecast to overspend by £1.036m (0.49% of net revenue budget). The high-level summary is as follows:

	Budget 2024/25 £000	Forecast £000	Over(-)/Under spend	
			£000	%
Officer of the Police and Crime Commissioner	1,517	1,459	58	3.82%
PCC Commissioning (net)	1,556	1,556	0	0.03%
Chief Constable Operational Spending inc. Capital Financing	235,066	236,160	(1,094)	(0.47%)
Transfer from Reserves	(1,496)	(1,496)	0	(0.00%)
Chief Constable Operational Spending (net)	233,570	234,664	(1,094)	(0.47%)
Contribution to Reserves	(394)	(394)	0	0.00%
Specific Home Office Grants	(24,853)	(24,853)	0	0.00%
Total	211,396	212,432	(1,036)	(0.49%)

Table 1: High-level summary of the Group Revenue Budget as at 30th September 2024.

Note - In some instances, where individual rounded values have been presented along with their sum total, the total may be slightly different to the sum of these individual rounded values because it has been calculated using the original unrounded values.

- The Constabulary Revenue Budget forecast outturn is an overspend of £1.094m (0.47% of budget) at the year-end. The main variances are provided in Table 2 below:

	Budget 2024/25 £000	Forecast Outturn £000	Over (-) / Under Spend £000
Pay Related Costs	186,457	188,167	(1,710)
Other Employee Costs	2,158	2,368	(210)
Property Related Costs	20,145	20,142	3
Transport	3,617	3,720	(103)
Supplies and Services	17,284	17,299	(15)
Third party payments	3,398	3,380	19
Capital Financing	7,816	7,815	0
Corporate	2,629	2,628	0
Income	(8,438)	(9,360)	922
Total	235,066	236,159	(1,094)

Table 2: The Constabulary's revenue budget as at 30th September 2024.

Note - In some instances, where individual rounded values have been presented along with their sum total, the total may be slightly different to the sum of these individual rounded values because it has been calculated using the original unrounded values.

- A full and comprehensive report explaining these variances has been submitted to the Police & Crime Commissioner (PCC) and the Police & Crime Commissioner’s Chief Finance Officer.

Capital

- The Capital Budget and forecast expenditure is as follows:

	Budget 2024/25	Forecast 2024/25	Variance
	£m	£m	£m
Slippage from 2023/24	3.492		
Table A – schemes approved for immediate start 1 April 2024	8.022		
Total Capital Programme	11.514	11.514	-
Table B – schemes requiring a business case or further report to PCC(s) for approval	2.896		
Total	14.410		

Table 3: Capital Budget and forecast expenditure.

Note - In some instances, where individual rounded values have been presented along with their sum total, the total may be slightly different to the sum of these individual rounded values because it has been calculated using the original unrounded values.

Continue to Invest in and Support Officer and all Police Staff’s Health and Wellbeing

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Establishment for Police Officers	1,817.7	1,812.7	1,731.0	0.3%	5.0%
Police Officer Strength	1,827.8	1,829.9	1,766.6	-0.1%	3.5%
Establishment for Staff	1,350.0	1,375.0	1,328.0	-1.8%	1.7%
Staff Strength	1,309.6	1,308.3	1,273.0	0.1%	2.9%
% hours lost to sickness for Police Officers	4.5%	4.0%	4.8%	0.5pp	-0.3pp
% hours lost to sickness for Staff	4.2%	4.2%	4.9%	0pp	-0.7pp

Table 4: Establishment, strength and sickness of Police Officers and Staff.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

Note: Due to rounding, the numbers presented in this data table may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

- Police Officer strength at the end of September 2024 was 1835.20 (previous end of June 2024 figure was 1823.7). This figure does not include regional and external secondments.
- Since 1st April 2024 (up to the end of September 2024), 15 new officers have joined the organisation via the Degree Holder Entry Programme (DHEP) and 36 new officers have joined via the Police Constable Degree Apprenticeship (PCDA) programme. In addition, 10.80 FTE officers have joined the Constabulary as transferees from another police force.

- A further 57 police officers are planned to join the organisation by the end of the current financial year.
- There are two uplift checkpoints in the year which are monitored monthly to ensure targets are maintained. These figures fluctuate to adapt to the movement in leaver rates, career breaks, transferees, and secondments.
- The Constabulary has recruited a new Wellbeing Coordinator and is shortly to advertise for a new Wellbeing Advisor.
- Wellbeing Champions and Advocates are being utilised to promote and support initiatives, for example 'WellFest 2024', an annual virtual wellbeing festival coordinated by Devon & Cornwall Police. The Workplace Health team is working closely with the Champions and Advocates looking at opportunities to improve their training.
- The importance of managing mental health and accessing support such as TRiM has been promoted through articles on the intranet including videos from the force Psychologist and retired Metropolitan Police Service Chief Superintendent, turned author, John Sutherland.
- A personal wellbeing assessment survey has been created and used across various teams to help identify areas for improvement covering physical health, social, emotional, psychological, and wellbeing 'meaning' factors. This in turn enables appropriate wellbeing interventions such as improving sleep.
- Wellbeing and Trauma care focussed presentations have been delivered and scheduled for a number of areas including Roads and Armed Policing, new starters, and Force Chaplains.
- The Workplace Health team, in conjunction with the Estates and Facilities departments, are developing wellbeing rooms that meet best practice standards in stations that are being refurbished and in new buildings. Dedicated rooms are also being created in other stations.
- Briefings on Demobilising and Diffusion are being delivered to Roads and Armed Policing Team Supervisors and Managers, together with the sharing of best practice on fatal road traffic collision attendance decompression.
- The third workforce People Opinion Survey will be launched in October 2024.
- The Constabulary is engaging with the national 'Sleepiest Project' which aims to understand how shift work and sleepiness relate to other factors. This will help researchers at Nottingham Trent University to create a shift pattern scheduling tool aimed at limiting how often officers and staff would be expected to work and drive when highly sleepy.
- The HR Delivery team have launched a number of new workshops to help managers to better support their teams. This includes workshops on disability management, hidden and invisible disabilities, maternity, reasonable adjustments, and HR policies.

- The HR Delivery team are also increasing their visibility by running drop-in sessions to enable both managers and individuals to access support and guidance as required.
- The Right Education training programme for first- and second-line managers continues. To-date, 814 delegates have received the training across both Norfolk and Suffolk Constabularies. Further training sessions have been scheduled for January to March 2025.

Equipping all the Workforce with Modern and Innovative Tools and Technology

ICT/Digital Update

- The ICT department continues to move to a new Target Operating Model (TOM) which will provide a better ICT service to the Constabulary. Internal recruitment to vacancies has concluded, and an external recruitment campaign has now commenced to improve ICT capacity. This will continue into 2025.
- The ICT department has commenced a new ICT Apprenticeship scheme with the appointment of two new apprentices on a two-year scheme. This is part of a longer term aim to provide stronger succession planning for key ICT roles within the Constabulary.
- As part of the Targeted Operating Model approach, the ICT department has introduced the first ICT Business Partner into its structure to improve and develop ICT business engagement. The department is planning to introduce a second Business Partner in summer 2025 as part of the Targeted Operating Model external recruitment campaign.
- Work on a number of ICT refresh programmes continues, including 'ICT Virtualisation' which provides more stable and higher performing on-site ICT services, Internet firewalls which provide security from intrusion from the external World Wide Web, MITEL and ICCS back-office servers which provide telephony in the Contact and Control Room, and Live-Links, which allow officers to give court evidence remotely. Work also continues moving the Constabulary to the latest version of Windows (Windows 11) to provide more enhanced Windows technology functions.
- The new version (Version 6) of Athena, the nine-force Crime, Custody, and Intelligence Management system went live in July 2024.
- User Acceptance Testing (UAT) continues for the 7-Force Wet Digital Case Management solution (Nimbus). The Eastern Region Programme team are planning to deliver a solution by the end of the 2024/25 financial year.
- The ICT team have provided input into the new National Digital Strategy to ensure alignment with current and future technology and digital plans for the Constabulary.
- The Constabulary has started to look at delivering Robotic Process Automation (RPA) technologies, to deliver efficiency savings in some of its core processes.

Fleet Update

- The implementation of the Tranman Mobile Fleet Management solution (mobile tablets) has commenced and is scheduled for completion by 31st December 2024. This will improve workshop efficiency, reduce vehicle downtime, and increase vehicle availability.
- The availability of vehicles and components has remained consistent through this reporting period.
- New Blue Light Commercial vehicle contracts for the supply of low and intermediate performance vehicle categories are expected during the next reporting period.
- Blue Light Commercial have advised they will be tendering for the high-performance vehicle category during the first quarter of 2025.
- The roll-out of a new batch of vehicles for the Response fleet will start imminently, with a larger batch of new vehicles due for build during the first quarter of 2025.

Achieving Best Value from Police and OPCC funding

- His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) assesses police forces across England and Wales under the Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspection programme. A model of continuous assessment has been adopted to achieve a broader and more comprehensive understanding of force performance.
- Following a period of inspection which commenced in October 2024, HMICFRS published their PEEL Assessment 2023 – 2025 inspection of Norfolk Constabulary report on 24th September 2024. [Norfolk PEEL Assessment 2023 – 2025](#)
- The Constabulary received the following graded judgements:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Recording data about crime	Preventing crime	Police powers and public treatment	Responding to the public	
		Investigating crime	Protecting vulnerable people	
		Developing a positive workplace	Managing offenders	
		Leadership and force management		

- HMICFRS set the Constabulary seventeen Areas for Improvement (AFIs).
- The Chief Constable’s and Police & Crime Commissioner’s response to the report has been published on the Office of the Police & Crime Commissioner for Norfolk’s (OPCCN) website: [Section 55 Response](#)
- The report and the associated Areas for Improvement were discussed in detail with the Police and Crime Commissioner at the Strategic Governance Board meeting on 2nd October 2024.

- The Constabulary has developed an action plan to progress the Areas for Improvement that HMICFRS have identified. This is overseen by the Deputy Chief Constables who meets with Heads of Department on a monthly basis to review progress.
- On 19th July 2024 His Majesty's Chief Inspector of Constabularies published his [Annual Assessment of Policing in England and Wales](#) (State of Policing 2023) report.
- HMICFRS also undertake regular thematic inspections which focus on a particular area of policing. In this reporting period HMICFRS have published two new national thematic reports:
 - [An inspection report on progress to introduce a national operating model for rape and other serious sexual offences investigations](#) – published on 22nd August 2024.
 - [An inspection into activism and impartiality in policing](#) – published on 10th September 2024.
- These reports resulted in a number of recommendations for all Chief Constables and police forces across England and Wales.
- In accordance with the Section 55 of the Police Act (1996) requirement, the Chief Constable has provided the Police and Crime Commissioner with his response to each recommendation. The responses were which published on the OPCCN website: [Inspections | Norfolk PCC](#)

Delivering an Effective Estate Management Strategy

Key Estates Projects

- Norwich City Police Station refurbishment – Site works are continuing with MJS Projects (March) Ltd. Phase One works to the main building are now complete. Phase Two works to the back yard are due to be complete by end of March 2025. Departments will continue to move back into the site until the end of May 2025.
- Hunstanton Police Station – Planned maintenance works by RG Carter (Cambridge) Ltd to internally refurbish the building will complete in October 2024.

Emergency Services Collaboration on Estates

- Further emergency services collaboration is being progressed with plans advancing for future site sharing at Acle, Loddon, and Sprowston Fire Stations. Agreements are being finalised with Norfolk County Council for these proposed shared sites which will enable Beat Managers to have desk space within a secure environment on the area they police.

Property Disposal

- The former Acle Police Station has been granted outline planning permission for residential use and development. An offer (subject to contract) has been accepted for the sale of the site.
- Outline planning permission for residential use is being sought for the Sprowston Police Station site.
- An offer (subject to contract) has been accepted for the sale of the former Holt Police Station site.
- Legal contracts have been exchanged for the sale of the former Swaffham Police Station site.

Carbon Reduction

- Broadland Police Station – additional photovoltaic panels have been provided on the site to generate electricity.
- The Carbon Reduction & Environmental Action Plan 2023-2030 has been published on the OPCCN website and will be updated via a new annual performance report on the Constabulary's carbon reduction progress.
- The Biodiversity Action Plan 2023-2030 has been published on the OPCCN website.

Designing Policing Services to 2030 and Beyond

During this reporting period the Horizons (Change and Improvement) Team have progressed work around several innovation projects, including:

- **'Operation Discovery'** - A pilot aimed at improving the timeliness and quality of crime investigations which commenced in June 2022 saw the establishment of a new operating model with SNT-Response resources realigned into 'local investigations' teams.
- The success of the pilot led to a business case being approved in April 2023 to deliver District Crime Units across the county. Now all seven districts have District Crime Units, ranging from a minimum of 1 Sergeant with 3 Police Constables, to a maximum of 1 Sergeant and 8 Police Constables, with a dedicated Inspector for each.
- Alongside this restructure, an innovative Management Information product called 'My Team', which draws from the Athena Crime system, has been developed by Horizons. 'My Team' has become an integral part of supervisor's and manager's daily oversight of crime investigation to ensure that better outcomes are being achieved for victims. The 'My Team' product continues to be further developed and refined by Horizons.
- The new District Crime Unit resourcing model, together with the 'My Team' product has revolutionised crime investigation and performance oversight. Investigations are now being completed in a timelier manner, the crime investigation workloads of

SNT-Response officers have reduced freeing up their capacity for other functions, and more crime are being solved.

- Norfolk Constabulary is one of the best performing police forces in the country for solving crime (positive outcome rate). At the end of September 2024 the positive outcome rate for 'all crime' was 20.72%. This has increased from 17.66% at the end of September 2023. When the Operation Discovery pilot work commenced in June 2022 the positive outcome rate was 14.06%.
- The benefits of the District Crime Unit model will continue to be tracked by the Horizons Team.
- **Rapid Video Response' (RVR)** - RVR deals with B2 domestic abuse reports when virtual attendance is deemed suitable, with callers offered the opportunity to talk to a police officer by video appointment at a time that is most suitable to them.
- RVR is now fully adopted into the Contact and Control Room model alongside Operation Solve, with the Horizons Team continuing to track performance.
- Since inception in October 2022, over 4000 RVR appointments have been completed.
- Public satisfaction with the service continues to be high, with users of RVR consistently scoring it 4.8 out of 5, and 83% of people indicating that they would use the service again if they had to report a similar matter.
- In this reporting period (1st July 2024 – 30th September 2024) over 400 consultations were held, which equates to 7.0% of overall domestic abuse demand received by the Constabulary, and 19% of Grade B2 domestic demand.
- The RVR environment is currently being scoped to incorporate the use of artificial intelligence to assist with summaries of the consultations, through to the production of victim statements. This is in the initial consultation stage.
- Technology to provide a virtual response for other types of demand is being actively utilised as a pilot in Norwich District. Scoping is continuing to understand which digital platform is best suited to provide this service outside of the provision used in RVR.
- **Right Care Right Person' (RCRP)** - RCRP is a national partnership initiative between Police, Health, and Social Care, aimed at ensuring that the most appropriate agency deals with health-related incidents.
- The Constabulary went live with all workstreams involved in RCRP on 29th May 2024. Daily partnership implementation oversight meetings were held in the initial stages. Following successful implementation, these meetings continue but are now monthly. They provide an opportunity to discuss issues, review data, and identify good work that is taking place within the system.
- Escalation pathways exist for partner agencies to be able to raise issues with the Constabulary. The need for these pathways has been limited, with only a small number of issues being raised for review.

- An auditing process dip samples RCRP related calls to ensure the correct decisions around police deployments are being made. Non-deployment decisions are prioritised for audit. For the period 1st July 2024 to 30th September 2024, almost all non-deployment call logs were reviewed. The audit found that correct decision-making had taken place in 97% of the call audited.
- A feedback loop has been set up to provide Control Room Call Takers with constructive feedback, and to identify any particularly good practice or learning points.
- The Constabulary continues to liaise with the RCRP National Tactical Boards co-ordinated by the National Police Chief's Council (NPCC) and College of Policing to ensure that best practice identified in other areas of the country is being considered locally.
- In September, the RCRP Project Manager presented Norfolk's approach to the NPCC. A number of police forces have since been in contact who were impressed with how the Constabulary has put in place measures around safeguarding children, and its ability to use data to deliver insight and measure impact.
- A workshop between Norfolk Constabulary Call Takers, East of England Ambulance Service Call Takers, and District Council Call Takers, co-ordinated by the Constabulary, took place in September. The aim of the workshop was to build networks, continue to develop partnership working, and to identify where services could improve.
- Since going live with RCRP, the average police handover time to mental health professionals at Section 136 care suites in Norfolk has reduced from just over two hours, to one hour and twenty-four minutes. This means that people experiencing mental health crisis are on average receiving specialist support quicker than before the implementation of RCRP, and that police resources are being released more promptly to attend to other demand.
- **The Drone Development Project** is leading the delivery of two workstreams regarding the use of drones in policing:
The Beyond Visual Line of Sight (BVLOS) project
- BVLOS is a trial focusing on the national Drone First Responder (DFR) concept governed by the National Police Chiefs Council (NPCC), with funding from the Home Office. It aims to establish a national Operational Safety Case agreed by the Civil Aviation Authority (CAA) for police flying drones out of the sight of the pilot using technology to assist them flying from a remote environment. If successful, the introduction of DFR using BVLOS piloting will enable the force to deploy a drone quickly from a strategic location to provide early information, and where necessary capture of video evidence to assist with operational requirements.
- Pre-testing began as planned at Hethersett Old Hall Professional Development Centre in July 2024, and by the end of July set-up and testing for the Phase 1 (Rural) part of the schedule had begun at the UEA. Testing is undertaken to check that each function works from a safety perspective, performs to a level that is fit for operations, and has an outcome suitable for deployment in real life policing

scenarios. The testing is looking at a range of locations, communication equipment, sensors, and deconfliction software that will support these objectives. A DFR demo was held at the UEA on 31st July with NPCC, Home Office, and Press in attendance, where a missing person scenario was staged to showcase the potential benefits of DFR for policing. By the end of September 2024, 118 hours of test flights had been completed at the UEA. Testing is expected to be completed for Phase 1 in October 2024, with preparations underway scoping the location for the Phase 2 (Urban) testing at a city centre location from November.

Norfolk Drone Training Academy (NDTA)

- Based at Hethersett Old Hall Professional Development Centre, the NDTA launched in 2022 to provide a police-led drone training service for all police forces, public bodies, and government agencies. Four training courses have been run in this reporting period.
- The summer months have tended to be a quieter period for interest in attending courses. The team has used this period to progress work on the Constabulary's application to make the NDTA a Recognised Assessment Entity (RAE) for drone training with the CAA.
- Updates to the NDTA promotional material (brochure, video, and webpage) were completed in September. They were used to showcase the service at the Emergency Services Show in Birmingham on the 18th and 19th of September 2024. There was good engagement generated from the event that led to 43 follow-up contacts being made to scope potential interest in training.
- The 2024/25 year to date income generation figure for the NDTA is approximately £27,600. It is projected that this figure will increase significantly in the remaining six months of the financial year based on 2023/24 data.

Continued Collaboration with Other Blue Light Services

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

Reform in May 2022 and the Police and Crime Commissioner continues to maintain a watching brief.

Appendix A - Overviews for each section of Pillar 1

Continue to Invest in and Support Officer and all Police staff's Health and Wellbeing

Overview

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

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

Equipping all the Workforce with Modern and Innovative Tools and Technology

Overview

- The Constabulary runs several significant development programmes to ensure its infrastructure and technology matches the requirements for policing. Set out below are short summary updates from the:
 - ICT Strategy
 - Digital Strategy
 - Vehicle Fleet Strategy

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

Delivering an Effective Estate Management Strategy

Overview

The Constabulary will provide an update on:

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

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

Designing Policing Services to 2030 and Beyond

Overview

- Following on from the successful Norfolk 2020 Programme, the Constabulary Horizons Team was established to build a scalable, adaptable policing model capable of delivering the best service with the available resource and budget.

- The team as part of their change and improvement work, which covers projects over both short and long term, will develop the Constabulary's 2030 strategic approach.

END.

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



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2025

SUBJECT:

Constabulary update on Pillar 2 (Visible and Trusted Policing) of the Police and Crime Plan.

SUMMARY:

The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 & 6 of Pillar 2 of the Police and Crime Plan.

RECOMMENDATION:

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

An overview of each pillar is provided in appendix A

PILLAR 2: VISIBLE AND TRUSTED POLICING

Improving public trust and confidence in policing

Crime Survey for England and Wales Public Perception Survey

- The Office for National Statistics (ONS) conducts a quarterly Public Perceptions survey, which forms part of the Crime Survey for England and Wales (CSEW). At a local level, the survey volumes are small, with fewer than 500 Norfolk residents surveyed each period.
- Whilst the numbers surveyed at a national level are sufficient to give a 95% certainty that the results are within one percentage point either way of those quoted, the data becomes less reliable when the national data is broken down to force level.
- Given these validity concerns the Constabulary is exploring other ways of gathering public feedback.
- The most recent CSEW Public Perceptions Survey results that have been published are for the twelve-month period ending June 2024. The survey found the following:
 - Norfolk Constabulary was ranked 14th of 42 forces in the country for the percentage of the public (52.0%) agreeing that the local police can be relied on to be there when you need them. This was an increase of 1.2 percentage points compared the survey results for the twelve-month period ending March 2024.
 - Norfolk Constabulary was ranked 23rd of 42 forces in the country for the percentage of the public (81.0%) agreeing that the local police would treat them with respect if they came into contact with them for any reason. This was the same percentage as for the twelve-month period ending March 2024.
 - Norfolk Constabulary was ranked 7th of 42 forces in the country for the percentage of the public (54.1%) agreeing that the local police and local council are dealing with the antisocial behaviour and crime issues that matter most. This was a decrease of 0.6 percentage points compared the survey results for the twelve-month period ending March 2024.
 - Norfolk Constabulary was ranked 6th of 42 forces in the country for the percentage of the public (64.7%) who agree that the local police treat everyone fairly, regardless of who they are. This was an increase of 1.3 percentage points compared the survey results for the twelve-month period ending March 2024.
 - Norfolk Constabulary was ranked 10th of 42 forces in the country for the percentage of the public (61.7%) who agree that their local police understand the issues that affect their communities, an increase of 1.3 percentage points compared to the survey results for the twelve-month period ending March 2024,

and 13th in the country for the percentage of the public (47.6%) who agree that the local police are dealing with the things that matter to people in their communities. This was an increase of 0.7 percentage points compared to the survey results for the twelve-month period ending March 2024.

- Norfolk Constabulary was ranked 6th of 42 forces in the country for the percentage of the public (70.1%) who, when taking everything into account, have confidence in the police in their area. This was a decrease of 0.7 percentage points compared the survey results for the twelve-month period ending March 2024.
- Norfolk Constabulary was ranked 6th of 42 forces in the country for the percentage of the public (54.1%) who rated their police force as ‘good or excellent’ when asked how well the police are doing in their area. This was an increase of 1.4 percentage points compared the survey results for the twelve-month period ending March 2024.
- Norfolk Constabulary was ranked 6th of 42 forces in the country for the percentage of the public (75.4%) who agreed that the police in their area can be trusted. This is a new measure that was included in the survey for the first time.

Complaints and Conduct update

Indicator	Last 12 months	Previous 12 months
PSD data complaints (Schedule 3 and Outside Schedule 3)	334	393
PSD data complaints - documented within 2 working days	85%	75.10%
PSD data complaints - complainant contacted within 10 working days	83.60%	77.30%
PSD data complaints time to resolve - Schedule 3 only (average in working days)	105	90
PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	41	45
PSD complaints finalised where service provided not acceptable	81	95
Reviews upheld	14	16
Chapter 13 letters	34	19
PSD conduct cases	80	90
Accelerated Misconduct hearings	4	0
Misconduct hearings	15	11
Misconduct meetings	11	10
Police Appeals Tribunal	0	0

Table 5: Professional Standards Department data. The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023.

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

Complaint: - Any expression of dissatisfaction with police expressed by or on behalf of a member of the public.

Schedule 3: - The complaint must be recorded and handled under Schedule 3 of the legislation if the complainant wishes it to be, or if it meets certain criteria as defined within the guidance.

Outside of Schedule 3: - The complaint can be logged and handled outside of Schedule 3 with a view to resolving the matter promptly and to the satisfaction of the complainant without the need for detailed enquiries to address the concerns.

Complaints

- In the last 12-month reporting period 334 public complaints were formally recorded. This is a 15% reduction in complaints compared to the previous 12-month period.
- 85% of all complaints were logged within two working days. This has increased from 75.1% in the previous 12-month period.
- 83.6% of complainants were contacted within ten working days. This compares to 77.3% for the previous 12-months.
- There has been an increase in the mean average number of days taken to resolve a Schedule 3 complaint, increasing from 90 days in the previous 12-month period to 105 days in the last 12-month period. This figure does not include the number of days the complaint is suspended due to being sub judice (pending criminal investigation/proceedings). The increased complexity of some of the cases being managed in the department has had an impact on the timeliness of case resolution.
- 381 complaint cases were finalised in the last 12-months period. In 81 of these cases (21.3%), the service provided was deemed 'not acceptable'. In cases where the service provided has not been acceptable, investigating officers are encouraged to identify learning, both individual and organisational, to deliver future reductions in similar cases. Learning is also now being captured from low level dissatisfaction cases to provide a complete picture of common issues and themes. Key learning points are included in the monthly 'Learning Times' internal publication.
- Where a local investigation has not been completed within 12-months the appropriate authority must provide the Local Policing Body (OPCC) and the Independent Office of Police Conduct (IOPC) with a report outlining the steps taken to progress the investigation. This is referred to as a Chapter 13 Response. After the initial 12 months, a Chapter 13 Response is required at 6-monthly intervals thereafter.
- Within the last 12 months, PSD oversaw the production of 34 Chapter 13 reports. This is an increase from 19 reports in the previous reporting period.
- These Chapter 13 reports relate to 4 conduct cases, 19 complaint cases and one Death or Serious Injury incident. One conduct case and nine complaint cases have been subject of two Chapter 13 responses within the reporting period and of those, one case is now finalised.
- Investigation timeliness can be impacted by criminal proceedings. If proceeding with a complaint or conduct investigation would be prejudicial to the criminal proceedings, the case must be held Sub-Judice, meaning that it is effectively put 'on-hold' until the criminal proceedings have concluded.
- Lengthy investigations and the time taken by the IOPC to complete reviews also impact the timeliness of investigations. Where the IOPC determine the outcome as

not reasonable and proportionate and request a re-investigation, the Chapter 13 response process is reintroduced until the end of the investigation.

Conduct

- In the last 12-month period, 80 conduct cases were recorded. This is an 11% decrease from the previous 12-month period. Current figures suggest that the number of conduct cases recorded in the calendar year 2024 are likely to be comparable to 2023.
- There were 19 misconduct hearings held for officers and staff in the last 12 months, compared to 11 in the previous reporting period. Of the 19 hearings, four were subject to an Accelerated Hearing chaired by the Chief Constable. In all four Accelerated Hearings the officers were either dismissed or would have been dismissed had they not resigned. The remaining hearings resulted in seven dismissals, and a further four individuals would have been dismissed had they not resigned. One individual received a Final Written Warning, and one received a Written Warning. In two cases the hearings determined that the misconduct was not proven and resulted in no further action.
- Misconduct cases are reviewed to ascertain any learning. The results of some hearings and misconduct meetings are published internally to highlight to the wider Constabulary the behaviour of others and the consequences of such behaviour, and to provide officers and staff with an opportunity to learn from the mistakes of their colleagues.

Prevention and Analytical Project Update

- The Professional Standards Department is in the process of implementing an internal development plan. The introduction of the new Engagement & Analytical Hub encompasses the PSD Engagement Officer role (formerly known as Prevent Officer) and aligns PSD's analytics and research functions. The aim is to reduce duplication and increase analytical output, which in turn will feed into the PSD engagement work.
- The PSD Engagement Officer will visit complaint and conduct 'hotspots' to provide education and oversight for performance and development. Equally, they will look at engagement 'cold spots' where reporting and incidents are less prevalent, to ensure any hidden demand and learning is captured. This will be undertaken in conjunction with the Human Resources department who will take the lead on welfare and performance issues.
- The analytical function will continue to develop a joint force data correlation product using Power BI. This will result in a cross referencing of HR and PSD data to identify trends and themes across the organisation. The role of this team is to identify risk at an early stage and to drive appropriate action, servicing internal risk management processes of the People Intelligence Meeting (PIM) and Tasking and Coordination Group (TCG), profiling areas of risk and developing responses. The unit also works with external agencies and national academic providers to identify future trends and predictors, feeding into the Engagement Strategy to prevent.
- The Engagement team have undertaken an audit of the training products produced and delivered by the Professional Standards Department. A new training programme is being developed, where products are tailored to specific groups of

officers and staff. The training inputs will focus on organisational culture and learning and will be customised to align with the participant’s development stage. New Student Officers will receive shorter more frequent inputs relevant to their stage of development. Police Officers will be encouraged to conduct ethical discussions regarding both internal and external situations they may face. Professional Standards will continue to support the training of Student Officers, Detective Constables, new members of police Staff, Custody Sergeants, and Special Constables. This is in addition to the roll-out of bespoke training packages for specialist departments such as Roads Policing and the Dog Section.

Delivering Effective Neighbourhood Policing

Indicator	Detail	Last 12 months	Previous 12 months	% difference to previous 12 months
Beat managers	Establishment	92.0	97.0	-5.2%
	Effective strength	88.2	88.0	0.2%
	Effective strength as a percentage of establishment	95.8%	90.7%	5.1pp
Sergeants	Establishment	151.0	148.0	2.0%
	Effective strength	145.2	144.1	0.8%
	Effective strength as a percentage of establishment	96.2%	97.4%	-1.2pp
Local Policing Neighbourhood Sergeants	Establishment	13.0	13.0	0.0%
	Effective strength	13.0	13.5	-3.7%
	Effective strength as a percentage of establishment	100%	103.8%	-3.8pp

Table 6: Establishment, strength for Beat Managers and Sergeants (Note: The Sergeant establishment includes all Local Policing Command Sergeant posts).

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023.

- The establishment for Beat Managers has reduced from 97 to 92 when comparing the last 12-month period with the previous 12-months. In real terms, the reduction in posts relates to some re-alignment of Beat Manager Investigators to the new District Crime Units which support the delivery of effective neighbourhood crime investigation.
- The establishment for all Sergeants has increase by 2% (3 posts) when comparing the last 12-month period with the previous 12-month period. This figure includes both SNT-Response Sergeants and Local Policing Neighbourhood Sergeants who provide supervision to Beat Managers.
- In the last 12-months the Local Policing Neighbourhood Sergeant establishment has remained static at 13.
- Embedded within The Community Safety Department is the Constabulary’s Problem-Solving Hub. This team comprises of a Sergeant, a Police Constable, and three police staff Problem-Solving Advisors who are Problem Orientated Policing subject matter experts. This team works alongside district-based Operation Partnership Teams and local neighbourhood policing officers to develop and deliver problem solving approaches to crime and antisocial behaviour issues, with a focus

on developing solutions to address longer-term embedded and entrenched problems.

- Also based within the Community Safety Department are the Community Policing Team (CPT), a team of two Sergeants and five Police Constables who have been trained in specialist techniques to detect criminal behaviour, at the same time as providing reassurance with high visibility engagement. During this reporting period the CPT supported the activity of local policing teams at a number of community events across the county, including Run Norwich, Sheringham, Cromer and Wells Carnivals, Pride, various county shows, and music concerts.
- The Home Office anti-social behaviour hotspot funding (Op Focus) that was reported to the October Police Accountability Meeting has provided thousands of hours of visible police patrols in this reporting period. The main areas of activity were in Great Yarmouth during the school summer holiday period, and in Norwich City Centre throughout the three-month reporting period.
- The Neighbourhood Policing Improvement Board, led by the Community Safety Superintendent and attended by district Neighbourhood Inspectors, continues to meet monthly to ensure that the key pillars of Neighbourhood Policing (as defined by the College of Policing) are being addressed, including engagement, problem solving, training, priority setting, responses for antisocial behaviour, and data capture/reporting.
- The activity of this group is guided by the Neighbourhood Policing Performance Framework that has been developed based on a set of measures that were designed by the National Police Chief's Council.
- The Norfolk Neighbourhood Watch network continues to grow. There are now 165 schemes in place across the county, with one new scheme awaiting clearance.
- The Community Safety Department are working with the Contact and Control Room to ensure a system is in place to safeguard any vulnerable users of Neighbourhood Alert, the communication tool used by the Norfolk Neighbourhood Watch network.

Delivering Accessibility through Active and Focused Engagement in our Communities

Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Park Walk Talk Engagements	9,396	8,562	9.7%
Targeted Activity Engagements	10,966	4,606	138.1%
Community Meeting Engagements	673	1,041	-35.4%
Neighbourhood Engagements	2,131	2,315	-8.0%
Public Event Engagements	1,038	904	14.8%
Vulnerable or Diverse Communities	982	819	19.9%
Children and Young People Engagements	1,459	1,070	36.4%
Engagement Surgery	563	586	-3.9%
Recruitment Event Engagements	31	26	19.2%
Independent Advisory Group Engagements	47	57	-17.5%
Crime Prevention	3,422	11	31009.1%

Table 7: Engagement totals and by category, from Engagement Application. The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. Note: The Crime Prevention category was added as a new category on the app in August 2023.

- The engagement that Neighbourhood Policing Teams are continually undertaking with their local communities helps the Constabulary to develop understanding of different communities' needs, to identify local policing priorities, and develops organisational understanding of community tensions. It is therefore important that the Constabulary monitors community engagement activity.
- Officers record their engagement activity on the Engagement Application. Data from the application is reviewed each month at a district level to identify trends or gaps in community engagement. The data is also monitored at the Force-level Performance meeting.
- There has been a marked increase in targeted activities when comparing the last 12-months against the previous 12-months. This can be attributed to additional Operation Focus patrols that have been possible due to funding received from the Home Office to target anti-social behaviour hotspots. This initiative will continue until April 2025.
- The decline in the number of recorded Community Meeting engagements has been discussed by the Neighbourhood Policing Improvement Board. It is felt that rather than being a true reduction, this is likely to be a consequence of officers choosing alternative categories that are available on the app to record their attendance at meetings. To address this and provide a clearer picture of the engagement activity that is taking place, the number of categories that are available on the app are being reduced to simplify recording. A supporting Engagement Application guidance document which clearly defines the categories that should be selected for different activities has been produced and is being finalised.
- A new Power-BI report has been created which provides supervisors with an improved overview of their teams' engagement activity. A guide has been written for this and sent out to all officers who supervise local Beat Managers.
- Engagement plans are produced by each policing district on a quarterly basis. These are monitored by the Neighbourhood Policing Improvement Board.
- Engagement with diverse communities is coordinated through the Equality, Diversity, and Inclusion team. The team is represented at the Neighbourhood Policing Improvement Board which is helping to address gaps.

Local Communication Officer update

- Effective engagement and communication with communities is key to delivering exceptional policing and to building and maintaining trust and confidence.
- The Constabulary provides regular updates to communities about crimes, incidents, and local policing activity through the work of the Corporate Communications Team.
- Local Communication Officers (LCOs) are part of this team, based in the four policing commands. They work closely with local officers to share information about the Constabulary's work.

- LCOs judge where best to publicise police activity to make sure that it is promoted in the right place to reach the most appropriate audience. This includes using the Constabulary’s digital platforms (X – formerly Twitter, Facebook, Nextdoor, Police Connect) as well as reaching out to local independent publications, town and parish newsletters, and community radio.
- Content covers a range of activity including crime appeals, outcomes such as arrests and charges, policing priorities, awareness campaigns, and engagement.
- Communications are targeted to be as local as possible to help increase the public’s understanding of policing demand and the activity that is undertaken to improve public safety. For example, where the Constabulary has access to local Facebook groups will we seek to post updates on these pages so that messages reach the appropriate audience.
- LCOs moderate social media, responding to comments, signposting to other agencies if needed, and providing further clarity if content has been misinterpreted.
- These channels are also an effective operational tool in gaining information from communities about crime or anti-social behaviour, and LCOs will screenshot information and share with the relevant policing teams. This can often result in swift action being taken to address public concerns.
- Social media channels allow the Constabulary to maximise engagement opportunities. An example from this reporting period was a post on the King’s Lynn Facebook account which featured local officers engaging with children in Downham Market, which attracted positive commentary about the interaction.
- During the summer, greater use was made of the corporate Instagram account to highlight Op Focus activity (anti-social behaviour hotspot patrols), Norwich Pride, and a drugs enforcement operation.
- Table 8 shows the data for the Constabulary’s Facebook accounts for the period 1st July 2024 to 30th September 2024, highlighting the number followers, account growth since the last reporting period, and post reach for each account.

Facebook account	Total followers	Growth	Post reach (total times content seen by different people)
Norfolk Constabulary	85,700	+2,500	7.3m
Breckland	8,500	+332	324,500
Broadland	6,900	+152	238,000
Great Yarmouth	9,000	+426	499,900
King’s Lynn	11,600	+743	297,000
North Norfolk	8,600	+189	201,000
Norwich	7,700	+355	256,700
South Norfolk	6,100	+111	234,300

Table 8: Facebook account performance for the period 01/07/2024 to 30/09/2024.

- Table 9 shows the number of followers and account growth since the last reporting period for each of the Constabulary’s ‘X’ accounts, for the period 1st July 2024 to 30th September 2024.

X account	Total followers	Growth
Norfolk Constabulary	122,200	+443
Breckland	5,987	-14
Broadland	4,750	-6
Great Yarmouth	6,388	-17
King’s Lynn	12,629	-37
North Norfolk	6,301	+21
Norwich	21,076	+3
South Norfolk	6,154	No change

Table 9: ‘X’ account performance by policing district for the period 01/07/2024 to 30/09/2024.

- The Constabulary recognises that not all communities will be reached via digital channels, and LCOs will use more traditional methods of communications, such as posters, newsletters, and leaflets to update communities, especially in more rural areas.
- A Communications Toolkit allows LCOs and Beat Managers to easily produce material and ensures that there is a consistent approach for the design of communications.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Total calls for service	400,526	432,755	423,894	-7.4%	-5.5%
999 calls	128,744	136,590	121,202	-5.7%	6.2%
% 999 calls answered within 10 seconds	92.1%	88.6%	88.5%	3.5p.p	3.6p.p
101 calls	271,782	296,165	302,692	-8.2%	-10.2%
Average time to answer 999 (in seconds)	5	6	6	1 second	1 second
% Emergencies in Target - County	80.2%	82.1%	85.8%	-1.9p.p	-5.6p.p
% Emergencies in target - Urban	82.6%	84.5%	88.0%	-1.9p.p	-5.4p.p
% Emergencies in target - Rural	77.7%	79.6%	83.5%	-1.9p.p	-5.8p.p
Median time to attendance for B1 (HH:MM:SS)	00:41:22	00:40:44	Data not available	1.6%	Not applicable
Median time to attendance for B2 (HH:MM:SS)	21:20:07	16:45:17	Data not available	27.3%	Not applicable
Median time to attendance for C (HH:MM:SS)	24:29:07	20:20:26	9:20:12	20.4%	162.2%
Median time to attendance for Diary apps (HH:MM:SS)	124:52:31	90:09:40	67:57:14	38.5%	83.8%
% calls addressed through phone resolution	36.7%	35.8%	32.3%	0.9p.p	4.4p.p
Online contacts (emails, LiveChat and Single Online Home)	67,160	Data not available	Data not available	Not applicable	Not applicable

Table 10: Call Handling and Emergency Response.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

Note: Due to rounding, the numbers presented in this data table may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

- 999 call demand has reduced by 5.7% against the previous 12-months but is 6.2% higher than the long-term average. Whilst 999 call demand is down on the previous 12-months, in context, 2023 was the busiest years on record for 999 demand, with the longer-term trend over the last 5-10 years showing year on year growth in demand for 999 services. This is a national trend.
- Over the last 12-months the Contact and Control Room (CCR) has answered 92.1% of 999 calls within 10 seconds, against a national Service Level Agreement of 90%. This is an improvement of 3.5% compared to the previous 12-months, and 3.6% against the long-term average for this measure.
- The average time to answer a 999 call in the last 12-month period was five seconds, which is a reduction of one second when comparing data for the previous 12-months and the long-term average.
- Demand analysis has provided an insight to the call categories which have seen the largest increases in volume. These include calls relating to Concern for Safety, Domestic Abuse incidents, Collapse/Illness/Injury, and Missing People. These call types can often relate to high-risk incidents. Consequently, call times tend to be longer, multiple police units will often need to be deployed, and the time taken to finalise incidents can often be lengthy.
- Call Handlers manage all the different contact channels within the CCR, i.e. 999 calls, 101 calls, and online demand. The long-term trend of increasing 999 demand requires additional Call Handlers to be assigned to the 999 functions, which impacts on the Constabulary's capacity to answer 101 calls.
- 101 call demand has shown a decrease of 8.2% over the last 12-months, and 10.2% compared to the long-term average; however, there continues to be growth in online reporting. For the 12-month period ending 30th September 2024, the CCR received more than 67,000 online contacts (emails, Live Chat, and Single Online Home).
- With demand increasing on some channels and reducing on others, context and insight can be gained by looking at overall contact data. In the last 12-months, the CCR received 400,526 'calls for service' (999 and 101 calls combined), which is a 7.4% decrease compared with the previous 12-months, and a 5.5% decrease compared to the long-term average. However, over the same period the CCR received 67,160 'online' contacts. Added together, this totals 467,686 'contacts' for service. The long-term average for 'calls for service' is 423,894 and whilst there would have been some online demand during this date range, the volume would have been significantly less than for the last 12-months. In the absence of long-term data for online contacts, professional judgment is that total demand for service across all channels is comparable/slightly up on the long-term average.
- Appropriate resolution of calls by the CCR ensures good victim service and negates the need for the deployment of finite operational resources. In the last 12-months the CCR resolved 36.7% of the contact that was received by phone without needing to deploy a resource, which is a 0.9% improvement on the previous 12-months, and a 4.4% improvement on the long-term average.
- The Constabulary monitors attendance times very closely, at both the monthly County Policing Command Quality and Standards meeting and the Force

Performance meeting. The key message in terms of public safety is that when attendance time targets are not met, it is often only by a matter of minutes for urgent and priority calls. This is tracked closely via spectrum graphs at the aforementioned Quality and Standards meeting.

- Over the last two years, the SNT-Patrol establishment has been reduced slightly to achieve enhancements in the investigation of volume crime through the creation of District Crime Units. This has seen the Constabulary become one of the best police forces in the country at solving crime.
- The approach to diary deployments is being updated. These are scheduled appointments where a police officer will either visit a victim in person or, where appropriate, deal with the matter through a Telephone/Video Response (TVR) at an agreed time. As part of this change, all districts provide dedicated diary car provision to victims of domestic abuse in appropriate cases, which is enhancing the service that domestic abuse victims receive.
- Year-on-year increases in demand are predicted to continue which will place additional downward pressure on all performance metrics.

Active Promotion of National and Local Campaigns across the County

Key campaigns supported across the Constabulary's social media platforms, public website, and via media releases in this reporting period include:

July 2024

- Op Flagship – Euros 2024 – video shared on social media of officers patrolling fan zones and reminders about drink/drug driving Fatal Four behaviour.
- Detective Entry recruitment campaign.
- Op Spotlight – Fatal Four behaviour campaign – drug driving video shared on social media.
- Norfolk County Council Stay Focused – support for road safety campaign.
- Holiday insurance fraud campaign – Action Fraud.

August 2024

- Op Court related to Hunstanton Tennis Week – local campaign targeting anti-social behaviour.
- Zombie knife crime surrender and compensation scheme.
- Support for Norfolk Integrated Domestic Abuse Service (NIDAS) awareness campaign.
- Keep Safe this Summer – home security campaign on social media.

September 2024

- Riding with the police – social media content creator MotoJimm joined police on a Safe Rider course – featured on police website and MotoJimm's channels.

- World Suicide Prevention Day – internal communications.
- National Police Chief's Council Fatal Four Operation - young drivers.
- The Herbert Protocol relaunch in conjunction with World Alzheimer's Day.

Appendix A - Overviews for each section of Pillar 2

Improving public trust and confidence in policing

Overview

- The Constabulary sets out below an update on its response to the information gathered through the national Crime Survey of England and Wales public perceptions survey, as well as an update on the formal complaints process.

Public Perceptions Survey

Overview

- The Office on National Statistics publishes a Crime Survey of England and Wales Public Perception survey which gives a quarterly insight into the views of communities around policing.
- The results are used to inform engagement activity across the county.
- All forms of engagement are recorded by officers on a purpose-built application on their personal digital device. This enables the Constabulary to understand how and where engagement is taking place and what issues are affecting the Community.

Delivering Effective Neighbourhood Policing

Overview

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

Delivering Accessibility through Active and Focused Engagement in our Communities

Overview

- Effective engagement and consultation are key to helping to maintain and enhance public confidence and satisfaction in policing.
- This section provides an explanation of the work ongoing to identify and record engagement opportunities.
- In addition, there is a summary of the proactive work being undertaken by the Local Communication Officers.
- The data table shows the significant volume of the engagement work that is being undertaken.

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

Overview

- The Contact and Control Room (also called the CCR) is a highly complex environment that acts as the single point of contact for all emergency and non-emergency calls/on-line contact from the public.
- Whilst the telephone is still the primary means of choice for callers the CCR also provides a range of digital contact services (email, on-line reporting, and Web Chat) which are growing in popularity.
- Work is ongoing with partners to reduce non-police calls for service and to create greater public choice by improving on-line services.
- The CCR also has responsibility for the Command and Control of police resource deployments across the county.
- The data table provides an overview of the telephony performance and the management of attendance around incidents.

Active Promotion of National and Local Campaigns across the County

Overview

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

END

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



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2025

SUBJECT:

Constabulary update on Pillar 3 (Tackling Crime) of the Police and Crime Plan.

SUMMARY:

The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 of Pillar 3 of the Police and Crime Plan.

RECOMMENDATION:

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

An overview of each pillar is provided in appendix A

PILLAR 3: TACKLING CRIME

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Domestic Abuse	Number of crimes	10,694	11,426	12,542	-6.4%	-14.7%
	Solved	1,317	1,311	1,340	0.5%	-1.7%
	% Solved	12.3%	11.5%	10.8%	0.8pp	1.5pp
	Charged	1,017	1,056	1,092	-3.7%	-6.9%
	% Charged	9.5%	9.2%	8.8%	0.3pp	0.7pp
	% Where victim not ready to engage	63.9%	63.4%	61.5%	0.5pp	2.4pp
	% Where investigation not possible	0.75%	0.74%	0.76%	0.01pp	-0.01pp
	% of all crime	18.1%	18.3%	19.3%	-0.2pp	-1.2pp
Arrest rate	37.4%	33.5%	30.9%	3.9pp	6.5pp	
Rape and Serious Sexual offences	Number of crimes	2,421	2,461	2,548	-1.6%	-5.0%
	Solved	221	215	190	2.8%	16.3%
	% Solved	9.1%	8.7%	7.5%	0.4pp	1.6pp
	Charged	189	182	164	3.8%	15.2%
	% Charged	7.8%	7.4%	6.5%	0.4pp	1.3pp

Table 11: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

Note: Due to rounding, the numbers presented in this data table may not add up precisely to the totals provided, and percentages may not precisely reflect the absolute figures.

- Volumes of domestic abuse crimes have decreased in the last 12 months compared to the previous 12 months (-6.4%) and have decreased when compared with the long-term average (-14.7%).
- The volume of solved domestic abuse crimes is similar to that recorded in the previous 12-months, meaning the rate of solved domestic abuse crimes has increased. The solved rate for the last 12-months is 12.3%, which is an increase when compare with the previous 12-months (0.8 percentage points) and the long-term average (1.5 percentage points). It is also an increase (0.3%) against the solve rate seen when the Constabulary last reported to the PCC’s Accountability Meeting in October 2024.
- Volumes of Rape and Serious Sexual offences have reduced by 1.6% (a decrease of 40 crimes) compared to the previous 12-months and by 5.0% (a decrease of 127 crimes) against the long-term average.
- The Solved rate of Rape and Serious Sexual offences has increased by 0.4 percentage points when compared with the previous 12 months, and by 1.6 percentage points compared with the long-term average.

- The charge rate of Rape and Serious Sexual offences has also increased both against the previous 12-months (by 0.4 percentage points) and against the long-term average (by 1.3 percentage points).
- Changes in Home Office counting rules which became effective in May 2023 now see police forces being required to record fewer crimes. Under the old crime recording standards one incident could result in a number of different offences being recorded, for example Stalking, Coercive & Controlling Behaviour, Harassment and Assault. Under the new approach only one crime may need to be recorded which has affected both domestic abuse and Rape and Serious Sexual Offence crime volumes, therefore figures are not wholly comparable.

Ongoing workstreams linked to VAWG Strategy:

- Domestic Abuse Matters training is being delivered to all frontline staff.
- Building on the success of the Rape Scrutiny Panel, the Constabulary is now developing plans for a Domestic Abuse Scrutiny Panel.
- The Constabulary is engaging with the Crown Prosecution Service and regional forces to deliver the national Domestic Abuse Joint Justice Plan.
- Following an efficiency and effectiveness review, Norfolk and Suffolk Constabularies have moved away from having a joint Integrated Offender Management (IOM) team.
- For Norfolk, IOM has moved into the Safeguarding and Investigations Command. This strategic alignment offers improved flexibility and resilience, with other teams that manage offenders being under the same management structure.
- The officers working within the IOM team are now all fully MOSOVO (Management of Sexual Offenders and Violent Offenders) trained. This will support the Public Protection Unit in being able to achieve its Offender Manager to Registered Sex Offender (RSO) ratios in accordance with College of Policing Approved Professional Practice (APP) guidelines.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Disruptions against Tactical Vulnerabilities/Priority Individuals included	414	173	160	139.3%	158.8%
Disruptions recorded against scored OCGs only	89	95	89	-6.3%	0.0%

Table 12: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs).

The date range for the Last 12 months was 01/10/2023 – 30/09/2024. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

Police and Crime Plan – Pillar 3 – Tackling Crime

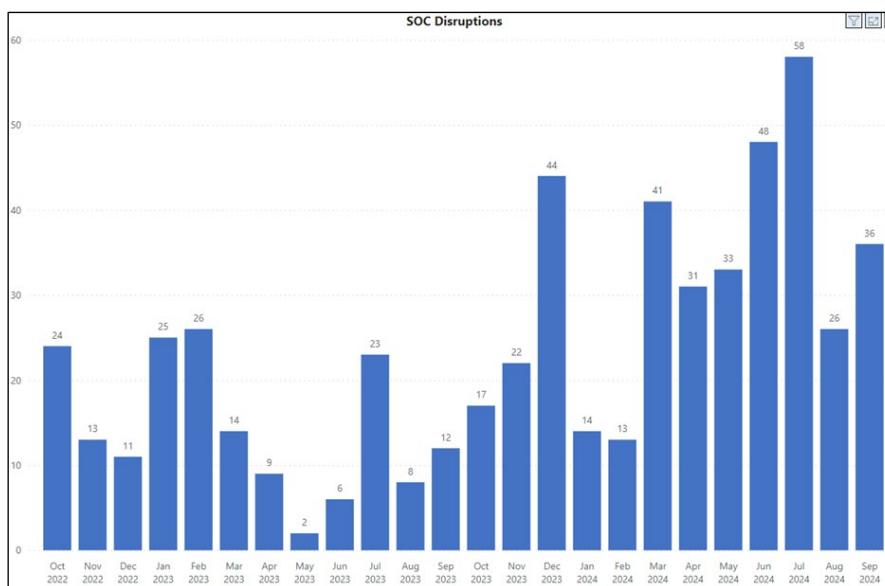


Figure 1: Norfolk Serious and Organised Crime (SOC) disruptions for the period 01/10/2022 – 30/09/2024

Indicator	Sept 2024 only	Last six months
Live Serious and organised crime threats by Crime Type	Number of Tactical Vulnerabilities/ Priority Individuals and OCGs	Number of current Tactical Vulnerabilities/ Priority Individuals and OCGs where Disruptions were recorded in the last six months
DRUGS	12	8
MODERN SLAVERY AND HUMAN TRAFFICKING	4	3
ACQUISITIVE CRIME	0	0
NON-NATIONAL CONTROL STRATEGY	3	3
OTHER	0	0
Live Serious and organised crime threats by Crime Type	Number of OCGs only	Number of current OCGs where Disruptions were recorded in the last six months
DRUGS	9	6
MODERN SLAVERY AND HUMAN TRAFFICKING	4	3
ACQUISITIVE CRIME	0	0
NON-NATIONAL CONTROL STRATEGY	0	0
OTHER	0	0

Table 13: Live Serious and Organised crime threats (Tactical vulnerabilities / Priority individuals and scored Organised Crime Groups). The date range for the Last six months was 01/03/2024 – 30/09/2024.

Serious and Organised Crime (SOC) update

- Organised Crime Groups (OCGs) are disrupted and dismantled using the ‘4P’ approach – Prepare, Prevent, Protect, and Pursue.
- The Constabulary is progressing a programme of work to improve how Serious and Organised Crime (SOC) disruptions are recorded in line with the Area for Improvement that was identified by His Majesty’s Inspectorate of Constabulary, Fire and Rescue Services (HMICFRS) when the Constabulary’s response to Serious and Organised crime was inspected in 2022.
- Whilst the number of SOC disruptions fluctuates each month, Figure 1 shows an upward trajectory in recorded SOC disruptions because of the improved processes that are being implemented. This is despite significant summer demand faced by the Constabulary.

- July 2024 saw the highest number of monthly disruptions recorded in a 24-month period, a total of 58.
- Table 12 shows an overall increase in SOC disruptions over the last 12-months compared to the previous 12-month period (by 139.3%). In the same period there was a 6.3% reduction in disruptions recorded against Organised Crime Group (OCGs). This is attributed to the way SOC threats are now recorded and is reassuringly off set by the overall increase in recorded SOC disruptions.
- A Lead Responsible Officer (LRO) is responsible and accountable for the '4P' approach to disrupting and dismantling an Organised Crime Group. All LROs are receiving a training update led by the Home Office, and additional training is being scheduled for them through the delivery of a 'Clear, Hold, Build' package.
- An improvement in how '4P' plans are being managed is apparent, with clear governance ensuring that there is consistency across all SOC threats.
- During this reporting period key SOC disruptions have included:
 - As a result of both covert and overt investigative work, in August 2024 five people were arrested for conspiracy to supply controlled drugs in connection with an address in Gorleston. An estimated ten kilos of cocaine and nine thousand pounds in cash were seized. During further searches of vehicles and houses, more than twenty-six thousand pounds in cash was seized. The two principal subjects were charged with conspiracy to supply Class A Drugs and remanded into custody. The remaining three subjects are on bail pending further enquiries.
 - The principal subject of Op Content (a drug supply operation) was sentenced to 13 years imprisonment, with further subjects sentenced to between four- and seven-years imprisonment.
 - An Operation Invigour (Organised Immigration Crime) Home Office funded day of action took place in Great Yarmouth, with multi-agency involvement including Border Force. Fifty vehicles were brought into the check site. The operation resulted in eight arrests for drugs and immigration offences, and the arrest of an individual who was wanted on warrant for Fraud. Multiple vehicles were seized, and twenty-five intelligence reports were generated.
 - A vehicle was stopped based on intelligence, resulting in a bag of cocaine being found. Subsequent searches of both vehicle occupant's addresses resulted in £36,000 of cocaine and £9,310 of cash being recovered. A third male was arrested in connection with the address. It was later discovered that he had discarded a mobile phone nearby, suspected to be the line phone.
- An update on some of the activity that the Roads and Armed Policing Team (RAPT) have undertaken in this reporting period to tackle organised criminality on Norfolk roads is included within the Pillar 6 (Safer and Stronger Communities) paper under the 'Supporting Road Users to be Safer on our Roads' section of the report.

Fraud Investigation update

- The Constabulary’s performance for fraud related ‘calls for service’ is good and includes high harm offences which result in an enhanced police response, specifically ‘Courier Fraud’, which benefits from a bespoke operational plan under Operation Radium. These reports are treated as a priority with analytical support, a co-ordinated media strategy, an agreed banking protocol, and regional joint-working to identify and enforce against offenders.
- The Constabulary has a dedicated Detective Sergeant who reviews all fraud reports to ensure that investigations are appropriately allocated. They provide investigative support to a wide range of teams as well as undertaking data and performance reviews.
- Pro-active monitoring of Suspicious Activity Reports (SARS) is completed by Regional and Joint Intelligence teams to inform safeguarding and enforcement activity.
- The Constabulary has access to the Regional Organised Crime Unit (ROCU) for support and is well embedded in regional tactical and strategic groups for both fraud and cyber-crime.
- Enhanced support is available to all fraud victims through the National Economic Crime Victim Contact Unit (NEVCU) Level 2 provision. This ensures that all victims are contacted and supported by an expert team who can quickly respond to national trends in fraud methodology.
- Fraud performance is monitored utilising analytical support to highlight ‘high harm’ and repeat victims for problem solving activity, which is led by the Community Safety Department, and for safeguarding support.

Delivering an Effective Response to the County Lines threat affecting Norfolk’s Communities and the Vulnerable

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	21	36	Data not available	-41.7%	Not applicable
Possession with intent to supply - arrests	382	447	450	-14.5%	-15.1%
Concerned in supply of controlled drugs - arrests	409	429	433	-4.7%	-5.5%

Table 14: Closed County lines and Possession drug supply arrests.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

Note: The Business Rule for providing arrest figures has changed (relevant to above table). In previous PAM submissions arrests were calculated based on the arrest being the main arrest. The rule now is to count all arrests (main arrest and secondary arrests), therefore arrest values are higher than has been provided previously.

- At the end of September 2024 there were 19 County Lines identified as supplying drugs in Norfolk.

- The number of active County Lines fluctuates, with intelligence received on new Lines from a range of development work, combined with enforcement activity impacting on the number. The 18-month average is 25 active scored County Lines.
- Table 14 shows that the volume of County Lines closed following targeted investigation and enforcement has been lower in the last 12-month period when compared with the previous 12-months. County Line operators modify their approach in response to police tactics and become more disciplined to avoid detection. This is leading to the need for more protracted and complex investigations to evidence a drug line, and then to attribute it to a line holder(s). Whilst some lines can be attributed and enforced on very quickly, others require a sustained period of evidence gathering before charges can be brought. This trend of more protracted investigations is likely to continue.
- By the end of September 2024, more than 100 County Lines had been closed and nearly 200 people had been charged in connection with running drugs supply lines in Norfolk since the inception of the County Lines team in 2020.
- Drugs, cash, and weapons are regularly recovered. Cash seizures of around £200,000 have been made since 2020, and over 550 years of prison sentences have been handed out in the same period.
- In this reporting period, two County Lines-linked murders occurred in Norfolk, both in Norwich, but were unconnected. This highlights the risk that exists for those involved in County Lines drug supply and drug users. The Constabulary's County Lines team were heavily involved in both investigations, alongside the Joint Major Investigation Team (JMIT). Using communications data-led techniques, the team was pivotal in identifying the suspects in each case, underlining the importance of the methodology that they have become so adept with.
- Each County Line is assessed using a matrix which attributes a score based on the threat associated with it. Use of violence, threatened violence, and intelligence relating to children being part of a County Line's operation are examples of high-risk factors which will impact on a line's threat score. Lines which score higher are graded as Tier 1 and take priority for investigation and enforcement ahead of Tier 2 lines.
- Instances of the adulteration of drugs with powerful synthetic opioids, most notably a type called Nitazenes, continues to rise nationally and with it, the significant threat to drug users. Whilst this is particularly an issue related to Heroin and Crack Cocaine, nationally, other drugs including Ketamine and vapes have been found to contain these potent synthetic opioids.
- Norfolk has benefitted greatly from the Home Office's Project ADDER (Addiction, Diversion, Disruption, Enforcement and Recovery) funding in the last 5 years. One of the biggest impacts has been the development of a partnership approach across key agencies to tackle new and emerging threats.
- The Project ADDER approach has led to the development of Norfolk's version of a Combatting Drug Partnership, called the Norfolk Drug and Alcohol Partnership

(NDAP). Effective information sharing and collaborative working between agencies including East of England Ambulance Service, Norfolk Constabulary, Change, Grow, Live, the Office of the Police and Crime Commissioner, and local acute hospitals, has had a significant positive impact on protecting Norfolk’s communities.

- There have been many examples of agencies effectively sharing information about Nitazenes, which has led to a swift response to the threat, with messaging shared with vulnerable drugs users and professionals who work with them through the established drug alert system. Simultaneous proactive police work has expedited enquiries to identify the source of the drugs supply which then enables rapid enforcement through arrests and seizures to remove those drugs and the person directing their sales from the streets.
- Through the NDAP, joint agency plans have evolved. The East of England Ambulance Service now shares daily drug overdose related callout information with the partnership so that trends can be identified early and responded to swiftly.
- The Constabulary is committed to working closely with partner agencies and there is huge benefit evidenced from the development of the NDAP and its priorities. It has already identified a trend from ambulance and hospital data of Ketamine overdoses and, together with Nitazenes, work is underway to refine a new Partnership Response Plan.
- Work to prevent the drug-related exploitation of children and vulnerable adults is pivotal. When children are identified as being involved within a County Lines investigation a collaborative approach is taken between the Constabulary’s County Lines Team and the Multi Agency Child Exploitation (MACE) team. Working in this way allows engagement with partner agencies, including Children’s Services and Education, to deliver interventions that support the ongoing safeguarding of those young people. The objective is always to get ‘upstream’ to the controller of any young person running drugs for a County Line, recognising the vulnerability of children caught up in drugs supply.
- The Operation Orochi model is focussed on building ‘Concerned in the supply of drugs’ offences, which is reflected in the data in Table 14, set against a reduction in the number of ‘Possession with Intent to Supply’ arrest, which is a continuing trend.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Hare coursing incidents	124	128	167	-3.1%	-25.7%
Farm machinery thefts	23	27	26	-14.8%	-11.5%
Livestock worrying incidents	11	8	10	37.5	10.0%

Table 15: Hare coursing, Livestock worrying incidents and Farm machinery thefts.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

- The Operation Randall Rural Crime team have undertaken a number of key engagement events during this reporting period, including attendance at the Royal Norfolk Show and the Sandringham Game and Country Fair.
- Partnership working with the Community Rural Advisory Group (CRAG) remains key to the success of the team. The CRAG meeting, newsletter, and social media accounts provide effective platforms for information sharing with the rural community and partners across the county.
- These continue to be important platforms for sharing activity, supported with relevant media releases overseen by the Constabulary's Corporate Communications Team, particularly at the conclusion of higher profile prosecutions linked to the rural crime portfolio.
- The reduction in reports of Hare Coursing incidents seen in Table 15 are attributed to the long-term approach that has been undertaken locally, regionally, and nationally to tackle this issue. Working under the banner of Operation Galileo, Norfolk has a clear positive action policy for dealing with Hare Coursing reports, which continues to make the county an unattractive venue for those involved in this type of criminality.
- A reduction in farm machinery theft reports has been seen in this period. The Operation Randall team reviews all such reports. The figures continue to reflect sporadic reporting as opposed to any linked series of offending.
- The Operation Randall team continues to engage with partners to identify and implement prevention and enforcement opportunities to tackle rural criminality. The use of technology, for example drones and ANPR, offer cutting edge policing methods which heighten the Constabulary's response to reports.
- A slight increase in trailer theft has been noted in this reporting period, with an investigative response that is seeking opportunities for both detection and prevention.
- Livestock worrying figures continue to be low. There has been an increase in the last 12-month period when compared with the previous 12-month period, but figures are in-line with the long-term average. Support, education, and prevention are the approaches taken by the Operation Randall team to help ensure that incidents remain low. The Constabulary fully supports the Operation Recall national response for tackling livestock worrying.
- In this reporting period the Operation Randall team has supported other policing teams and partner agencies with their investigations to seek successful prosecutions against those committing rural crime offences, and to seek to reduce instances of offending.

Appendix A - Overviews for each section of Pillar 3

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

Overview

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

Building Trust and Confidence

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

Relentless Pursuit of Perpetrators

- The Constabulary is committed to increasing the number of offenders brought to justice for VAWG offences. There has already been considerable effort to improve the training officers receive to improve the evidence-gathering opportunities.
- Acting on feedback from victims, work is ongoing to ensure it is the suspect and not the victim that feels at the centre of the enquiry. Police will look to utilise modern digital techniques as well as ensuring as much corroborative evidence is captured to reduce the reliance on asking the victim to provide all that explanation within their account. This it is hoped then means the victim does not feel responsible in court for having to provide all the information around a case.

Safer Spaces

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

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

Overview

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

Delivering an Effective Response to the County Lines threat Affecting Norfolk’s Communities and the Vulnerable

Overview

- “County Lines” is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the UK. A dedicated mobile phone number known as a “deal line” is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.
- Since 2020 a dedicated County Lines Team has been working in partnership with exporting forces including the Metropolitan Police Service under Operation Orochi to target those in control of the lines and bring offenders to justice.
- Police continue to support to work under Project ADDER. This is a public health focussed and multiagency response which seeks to address individuals’ addiction through diversion, disruption, and enforcement hoping that it can ultimately lead to their recovery. The intention is that by using traditional police tactics to suppress the supply of narcotics while simultaneously reducing demand, criminal markets can be undermined, and communities protected from the impact of drug trafficking.

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

Overview

- The Constabulary will provide a high-level overview of police and partnership pro-active activity tackling agricultural crime.
- The Constabulary continues to be actively involved in the management of rural crime, recognising the significant impact that it has on the rural farming community.
- The Operation Randall team sit on regional and national working groups for rural crime and equipment theft working alongside partner agencies such as NAVCIS (the National Vehicle Crime Intelligence Service – they coordinate a response around vehicle finance crime) and “ACE Opal” (A Specialist Police Unit to target Construction Plant & Agricultural Machinery theft) to identify best practice to support the policing response.
- Hare Coursing continues to be a priority. As part of Operation Galileo, Norfolk Police support the 7 Force Eastern Region approach. Aided by better sharing of information and intelligence, the Constabulary seeks to issue Joint force Community Protection Warnings (CPW) and Community Protection Notices (CPN) and will eventually consider Criminal Behaviour Orders (CBO) when applicable, aimed at tackling the more persistent offenders.

A quick summary of these tactics:

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

END.

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



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2025

SUBJECT:

Constabulary update on Pillar 4 (Prevent Offending) of the Police and Crime Plan

SUMMARY:

The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 4 of the Police and Crime Plan

RECOMMENDATION:

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

An overview for each pillar is provided in appendix A

PILLAR 4: PREVENT OFFENDING

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

Norfolk Integrated Offender Management (IOM) scheme update:

- The Integrated Offender Management (IOM) scheme single-force approach is now fully established within the Safeguarding and Investigations Command.
- All IOM staff have now completed a one-week College of Policing accredited course in the Management of Sexual Offenders and Violent Offenders (MOSOVO). This will allow the IOM team to provide support to the Public Protection Unit during busier times and to cover any necessary staff abstractions.
- IOM performance data is reported at the monthly Safeguarding and Investigations Command Quality and Standards meeting. IOM team activity is also reviewed through the Safeguarding and Investigations Command Tactical Tasking and Coordination Group meeting.
- In this reporting period an average of 113 offenders were being managed by the Norfolk IOM scheme. This is a decrease from the previous reporting period (123 offenders) and is a result of the National Probation reset.
- 94% of these offenders were male, with the greatest number of them (66%) being in the 25 - 49 age bracket. 44% of the cohort were in custody, with the other 56% being managed in the community.
- During this reporting period 43 offenders were de-registered from the scheme. Nine had achieved a significant improvement in their criminogenic pathways over their time on the scheme and were assessed to be living a more pro-social life. Thirty-one had reached the end of their statutory period under Probation supervision (mostly due to the reset), nine with no immediate concerns of continuing criminality.
- During the same period, 17% of the individuals managed on the Norfolk IOM scheme within the main cohorts were charged with further offences, which is a reduction from the previous reporting period (39%). Note: these offences may not have been committed during the reporting period.
- IOM partners continue to assess the impact of early prison release schemes, including Operation Drakeful which is a national programme of early releases from prison. The impact on Norfolk IOM so far has been low.

Work in Partnership to Safeguard Vulnerable Adults and Children

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Section 47 Strategy discussions (Child protection)	1,337	1,424	Data not available	-6.1%	Not applicable
Section 42 Planning discussions (Adult protection)	1,404	2,328	2,461	-39.7%	-43.0%
Open Child exploitation cases - High Risk	46	43	63	7.0%	-27.0%
Open Child exploitation cases - Medium Risk	285	277	314	2.9%	-9.2%
Child Exploitation screenings	585	610	746	-4.1%	-21.6%

Table 16: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

- The number of Section 47 Child Protection Strategy discussions has again decreased relative to the previous 12-months and seems to be stabilising at the current level. Children’s Services work to identify risk and initiate support sooner through use of the “Family Help” model is felt to be preventing crisis situations which then require multi-agency strategy discussions to remedy.
- Cases are tracked and audited at multi-agency meetings with senior leads from Children’s Services to consider case volume and quality issues. There are no current notable systemic issues of concern, and there is nothing to suggest overuse or underuse of strategy discussions in Norfolk.
- Section 42 Adult Protection planning discussions have decreased noticeably in comparison to the previous twelve months. This is a sustained decrease year on year and is likely to be in part a consequence of improved partnership understanding of risk between Police and Adult Social Care (ASC).
- A guidance document to assist Multi Agency Safeguarding Hub (MASH) staff in assessing and referring risk has been developed in partnership with ASC. Referrals are now “RAG” rated under agreed criteria and the safeguarding decisions made by partners are better informed. ASC have now also begun to return referrals which are not suitable for their agency and not suitable for Section 42 discussion in their view. This results in fewer Section 42 meetings which may have been held previously when not required. This process is reviewed annually and quality assurance work within the MASH remains ongoing to ensure that opportunities to safeguard are not being missed.
- Multi-agency Child Exploitation screening is now well embedded, and the past year has seen a continued but slowing reduction in the total number of children screened. The number of both high and medium risk open child exploitation cases has increased very slightly year on year, but both remain lower than the long-term average.
- Intensive multi-agency safeguarding work which takes place in this area is likely to be having a positive impact in identifying the correct risk level at an earlier stage. Partner agencies and police have become better at recognising extra-familial harm and highlighting only those at risk from a number of well understood factors.

This is as opposed to greater numbers of children who were being referred in the early stages of the screening process being introduced, when co-dependent risk factors may not have been present.

- Open cases are regularly reviewed, and escalation takes place through the multi-agency Exploitation Operational Oversight Forum (EEOF). This is designed to ensure that risk is not being overlooked, and risk ratings are being accurately applied.

Countywide Community Safety Partnership (CCSP)

In the last three months Norfolk Constabulary has worked with its partners through the CCSP Domestic Abuse and Sexual Violence Delivery Group (DASVG) to:

- Address and co-ordinate Domestic Homicide Review (DHR) recommendations through the different DASVG agencies. A sub-group will be established to monitor and support agencies to embed and monitor their recommendations responses.
- DHR webinars will be set up to share learning from reviews and will be accessible across the partnership.
- White Ribbon Accreditation has become a standing item on the DASVG agenda which ensures that agencies seeking accreditation are supported, and that updates can be readily provided to other agencies.

Norfolk Safeguarding Children Partnership (NSCP)

In the last three months Norfolk Constabulary worked with NSCP partners to:

- Plan and deliver partnership learning events, building on the success of the events held in the previous quarter and increasing senior manager engagement and knowledge.
- A Multi-Agency Safeguarding Hub (MASH) review/best practice leadership event was held in this quarter, jointly presented with Norfolk Safeguarding Adults Board (NSAB). The event was well attended and generated activity and support for developing the MASH partnership process further. Dates have been set to increase knowledge of, and to plan a process to safeguard children transitioning into adulthood who may otherwise be vulnerable to exploitation and/or serious youth violence (Transitional Safeguarding).
- Support existing priorities of Neglect, Vulnerable Adolescents and Family, and Community Networking, together with ongoing work to develop a new priority of safeguarding risk to children who are missing from education.
- Deliver scrutiny reports and recommendations relating to MASH Partnership Processes and Transitional Safeguarding. Task and Finish groups are now in place, well supported by Norfolk Constabulary, to deliver recommendations and continuous improvement.
- Publish the results of a self-initiated thematic learning review following the case of a murdered young person who was involved in serious youth violence in Norwich. The process included all safeguarding partners and the young person's family, drawing on all involved to highlight areas for improvement and areas of good

practice. The report was widely publicised and work to take forward recommended actions will be delivered by the Vulnerable Adolescents Group (VAG).

Norfolk Safeguarding Adults Board (NSAB)

In the last three months Norfolk Constabulary has worked with its NSAB partners to:

- Support NSAB/NSCP joint delivery groups who are developing Transitional Safeguarding and Multi-Agency MASH review plans.
- Jointly scrutinise and support ongoing efforts by the Norfolk and Suffolk NHS Foundation Trust (local Mental Health Trust) to improve services for vulnerable Service Users.
- Engage in productive discussions on how the delivery of the ‘Right Care Right Person’ approach can best supports the needs of vulnerable adults.
- Consider an increasing number of Safeguarding Adult Review (SAR) referrals from all agencies, including the commission of a discretionary thematic review into the effect of mental health bed availability on vulnerable adults.
- Plan and deliver a joint response with the Norfolk Community Safety Partnership (NCSP) to safeguarding adults at risk of harm who are vulnerable to exploitation in their homes, perpetrated by those involved in criminal activity (commonly known as Cuckooing).

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

Indicator	Since inception (Sept 21)
Perpetrators on DAPPA	132
Perpetrators referred to Change via DAPPA	56
Perpetrators referred to Change via DAST	581
Referrals made into DAPPA	18
Meetings held	388
Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	45

Table 17: Perpetrators on the Domestic Abuse Perpetrator Partnership Approach (DAPPA) scheme, numbers referred to Change, referrals into DAPPA, meetings held, and DVDs prompted by DAPPA.

The date range is September 2021 (DAPPA scheme inception) up to and including 30/09/2024.

Perpetrators on DAPPA – This includes live DAPPA nominals, nominals now closed to DAPPA and those placed onto monitoring.

Perpetrators referred to Change – This includes those referred through DAPPA and DAST (Domestic Abuse Safeguarding Team). Note: the total may include duplicates if the same perpetrator has been referred through both channels.

- Additional staff have now moved into the Domestic Abuse Perpetrator Partnership Approach (DAPPA) team as part of the Offender Management restructure within the Safeguarding and Investigations Command.
- The number of new referrals that were managed by the DAPPA scheme in this reporting period was low due to the new team members being introduced and

trained. The number of managed cases is increasing again as the new team becomes embedded.

- In line with the smaller cohort of offenders who were being managed during this reporting period, the number of open cases and multi-agency meetings was also reduced but increased towards the end of the reporting period.
- Perpetrator referrals to 'Change' remain consistent, with all high-risk domestic abuse cases reported to the police being automatically referred to 'Change' for further triage around suitability.
- As most of the referrals to 'Change' are made by the Domestic Abuse Safeguarding Team (DAST) the reduction in new DAPPA referrals had a minimal impact on the number of 'Change' referrals.
- The DAPPA team continues to monitor stalking cases and provide guidance to investigating officers on cases where a Stalking Protection Order (SPO) should be considered.

PPU update

- The Constabulary's Public Protection Unit (PPU) manages Registered Sex Offenders (RSOs) in the community, in line with national guidelines. At the end of September 2024 there were 1255 such offenders at liberty in Norfolk.
- There is a continual upward trend in the number of RSOs living within the community, with a 3% increase in the number of RSOs who were being managed by the Public Protection Unit at the end of September 2024 compared with the end of September 2023.
- Offender Managers use a range of techniques to monitor the activity of RSOs, with unannounced home visits being a core part of most risk management plans.
- The Constabulary has invested additional resources into the PPU to ensure that there are sufficient Offender Managers to carry out these visits with suitable frequency.
- All PPU Offender Managers have now received the national Management of Sexual Offenders and Violent Offenders (MOSOVO) training to equip them with the skills they require to complete their role effectively. The majority of Offender Managers are also scheduled to complete MOSOVO Digital Investigations – Professional training. This will assist with their triage capability for digital devices when assessing breaches or matters of risk against children.
- The PPU has recently been peer reviewed by two eastern region police forces. The reviews rated the use of Active Risk Management (ARMs) assessments, the dynamic assessment tool used nationally by police to assess risk, as being 'good'. This will be a continuing process across the region and will be completed at quarterly intervals.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Out of court resolutions (All crime)	6.0%	5.1%	4.7%	0.9p.p	1.3p.p
Referrals to Diversion schemes (Outcome 22)	0.6%	0.8%	0.6%	-0.2p.p	0p.p

Table 18: Out of Court Disposals and Referrals to Diversion scheme (Outcome 22).

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

Out of Court Disposal Type	July 24	Aug 24	Sept 24
Conditional Cautions issued	136	111	98
CARA/Red Snapper	6	6	7
ADDER	27	26	31
Red Snapper Referrals Premium Hub	92	81	62
Red Snapper Referrals Standard Hub	All premium courses		
Breaches	3	2	0

Table 19: Out of Court Disposals by type (July, August, and September 2024).

- The Police, Crime, Sentencing, and Courts Act 2022 will make further statutory changes to Out of Court Resolutions (OOCR) with the introduction of a new Diversionary Caution which will replace the current Conditional Caution, and a new Community Caution. The option to issue Community Resolutions will be retained, thereby creating a 2 Tier+ Out of Court Disposal (O OCD) system.
- The introduction of the Police, Crime, Sentencing Bill has been delayed following the change of Government and is now expected to be implemented in mid-2025. Most police forces, including Norfolk and Suffolk, have already adopted the two-tier approach in readiness for the legislative changes.
- The Offender Diversion Team (ODT) now process 96% of all Out of Court Resolutions (Conditional Cautions and Community Resolutions), referring suspects to diversionary courses and monitoring compliance. This process continues to improve the consistency of the conditions that are being applied to Conditional Cautions and ensures a proportionate approach is being taken for the use of OOCRs. The remaining 4% are youth OOCRs which are processed by Norfolk Youth Justice Service.
- The current third-party provider for diversionary interventions for Conditional Cautions is the Red Snapper Group (RSG) who have been in a three-force contract with Norfolk, Suffolk, and Cambridgeshire Constabularies for the past two years. Data from RSG indicates a 55% completion rate for the referrals that they receive from Norfolk Constabulary.
- Investment has enabled Norfolk and Suffolk to move to an 'Offender Paid' model for diversionary options for both Conditional Cautions and Community Resolutions. This will increase engagement in the courses provided and enable evaluation of the impact that the course content has on the participant in terms of recidivism. To this

end, Norfolk and Suffolk have entered into a contract with RISE Mutual who will provide facilitated online courses for Conditional Cautions at cost to the participant. The current cost is £75 for group intervention and £110 for one-to-one delivery.

- Investment has been made for an external digital platform, Thingi, to deliver an in-house victim impact awareness course, developed by the Constabulary's Restorative Justice (RJ) advisors. This will be offender paid, and suitable for Community Resolution diversions in the main as its content is appropriate for lower-level offences, including some anti-social behaviour cases, low value criminal damage, and some theft offences.
- The in-house course will generate income for the Constabulary, estimated on current data to be approximately £18,000 per annum. The courses are non-enforceable, however are a valuable problem-solving tool to address impact of criminal behaviour. Evaluation of the effectiveness of this course will be embedded within the programme content.
- The Red Snapper Group contract has been extended until January 2025 to allow for any gaps in provision to be identified and for full evaluation terms for the new courses to be put in place. There is still an option to join 7-Force Procurement, alongside the other Eastern Region forces, should the Constabulary wish to extend provision with RSG beyond January 2025.
- Efficiency of the ODT has been under continual evaluation for the past two years by the Strategic Business and Operational Services (SBOS) department who have tracked the progress of the first cohort of offenders to measure the impact of Conditional Cautions for reducing re-offending. Current data indicates that 84% of those issued with a Conditional Caution from the first cohort did not reoffend in the 24-month period that followed.
- As the Constabulary moves to an offender paid model, SBOS will look to evaluate the core benefits of the approach. Progress is being made in securing evaluation to be undertaken by CPRL (Centre for Policing Research and Learning) and the University of Suffolk. They will look at compliance and recidivism both short and long term, protected characteristics to monitor disparity for those groups to include ethnicity, gender, age, and neurodiversity, and the impact OOCR has on onward life choices such as employment and education. The research will focus on the impact of OOCR, not only from a criminal justice perspective in reducing prison population, but whether it reduces re-offending long term for the same crime type and suspects re-offending in different ways following OOCR.
- Throughput for the ODT has remained consistent since inception. Monthly average number of referrals for Conditional Cautions and Community Resolutions over the past 12-months have been 86 and 200 respectively.
- Community Resolutions are triaged by the ODT with consideration of a referral to third party providers for diversionary or reparative intervention as part of a non-enforceable problem-solving approach to reduce reoffending. Data for the last 12-month period indicates an average of 40% of the Community Resolutions that are triaged will include a referral for a diversionary measure.

- Work continues in partnership with the Crown Prosecution Service to extend the use of OOCR to night-time economy related offending to address missed opportunities identified through gap analysis presented to the Local Criminal Justice Board (LCJB). This will include OOCR diversionary options for some non-penetrative sexual assaults and assaults without injury on emergency workers. This links into the Violence Against Women and Girls Safer Spaces workstream and Project Vigilant.
- Referrals to the Restorative justice Hub have continued to increase, with referrals received from all areas of the Constabulary. Victim referrals also continue to increase, with several self-referrals, through victim support agencies signposting victims to the service. The Constabulary is also working with His Majesty's Prisons Offender Management Units, enabling offenders to refer themselves to the RJ Hub.
- Over the last three years there has been an approximate 400% increase in RJ referrals. This differs considerably from other police forces who are seeing a decline. Norfolk and Suffolk remain the only collaborated forces to include the RJ Hub provision within a policing team. The Norfolk and Suffolk RJ Service is recognised nationally as being the busiest RJ Service, receiving more referrals per month/year than the four largest constabularies combined. Data for this year to date indicates an increase to approximately 800 cases, which will be a 700% increase from 2022.
- RJ training has been rolled out to specialist units and frontline officers, increasing the visibility of the Hub. The advisors have offered insight training to the Office of the Police and Crime Commissioner (OPCC) and have attended public events to promote the benefits of RJ.
- All parties listed within an investigation that is resulted through Out of Court Resolution are offered restorative practice. The RJ hub has a 100% referral rate from all Conditional Cautions and Community Resolutions, with an approximate 21% take-up rate.

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

Indicator	Last 12 months
Juveniles referred to Out of court disposal panel	274
Panel Outcome	
Returned to Police	5
Children's services referral	11
Other services referral	2
Community Resolution	5
Challenge 4 Change	152
Youth Caution	6
Youth Conditional Caution	22
Deferred Prosecution Outcome 22	66
Other outcomes	5

Table 20: Juveniles referred to Out of court disposal panel and outcomes.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024.

- When reviewing data supplied by the Norfolk Youth Justice Board (to the end of June 2024) the number of young people aged between 10 – 17 years entering the Criminal Justice System has increased slightly compared with the previous three months (to the end of March 2024).
- The latest Norfolk figure of 177 per 100,000 is above the average for the Eastern Region (169) and the average for all England and Wales (165). Whilst there have been recent increases, these are very small when compared with the historical reductions made in first time entrants, as can be seen in Figure 2 below:

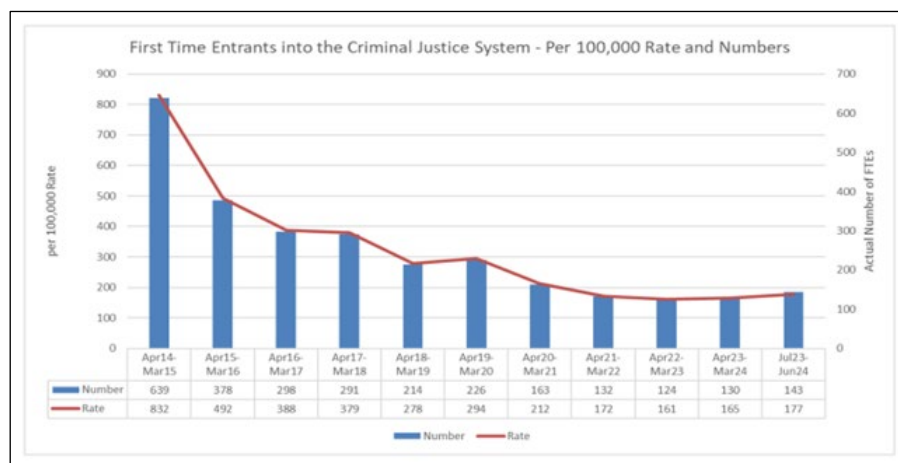


Figure 2 – Norfolk First Time Entrants into the Criminal Justice System – per 100,000 Rate and Numbers

- The Out of Court Disposal (OOC) Panel is now well-embedded and continues to be a key factor in securing a reduction in First Time Entrants (FTE) to the Criminal Justice System.

- Between 1st October 2023 and 30th September 2024, 274 young people who were referred to the Norfolk Youth Justice Service (NYJS) by the police were triaged by the OOCB Panel.
- Table 20 shows the disposal outcomes following triage by the OOCB Panel, which included 152 Challenge 4 Change (C4C) diversion outcomes, 5 Community Resolutions, and 11 referrals to Children’s Services, 6 youth cautions and 22 Youth Conditional Cautions.
- The diversion programme consists of police-led triage and a multi-agency, joint decision-making panel (Police, YJS, Social Care, Restorative Justice, Community and Partnerships). The most appropriate agency will work with the child taking account of existing trusted professional relationships (Outcome 20). In February 2024 NYJS expanded their diversionary offer to include a Deferred Prosecution (Outcome 22).
- The Deferred Prosecution pathway is a NYJS-led intervention that can be offered when a child has admitted their involvement in an offence, and if a silent or ‘no comment’ interview is given, as long as the evidential threshold and public interest test are met. The child must be willing to engage with the Youth Justice Service and the offence(s) must be of a type that are suitable for out of court disposal. On average a deferred prosecution intervention last for three months.
- The Deferred Prosecution intervention is aimed at supporting the child, creating change in their life, and avoiding them entering the criminal justice system. Failure to successfully complete the intervention will lead to consideration of an alternative disposal such as a Youth Cautions (in cases where the offence was admitted in the police interview) or a postal requisition to court.
- Deferred Prosecutions started on 27th February 2024. By the end of September 2024, the pathway had been used for 66 young people, diverting them from being charged to court.
- NYJS has recently been inspected by His Majesty’s Inspectorate of Probation (HMIP) services. The inspection report will be published in early 2025.
- Three officers have been recruited to the Safer Schools Partnership to fill existing vacancies and bring the team back to establishment. Safer School Officers provide a police presence in specific schools to enhance engagement, and deliver key safety messages, safeguarding, crime prevention, and an appropriate response to crimes and incidents.

Appendix A - Overviews for each section of Pillar 4

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

Overview

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

The IOM Scheme

- The Norfolk Integrated Offender Management Team works with the county's Probation Service Delivery Units and other agencies to reduce the risk of a scheme member returning to criminality.
- In July 2024 Norfolk and Suffolk IOM teams moved to separate IOM functions. This follows the two counties Probation Units separating, and Probation leads identifying that it was no longer sustainable to run a joint team. Following this change Norfolk IOM has moved into Safeguarding and Investigation Command.
- Safeguarding and Investigation Command enables greater integration with other teams responsible for managing offenders e.g. Public Protection Unit (PPU), Multi-Agency Public Protection Arrangements (MAPPA) and Domestic Abuse Perpetrator Partnership Approach (DAPPA) offenders. It also enables greater resilience between functions.
- The Norfolk IOM scheme focuses on three groups of individuals:
 - Those under statutory supervision for Robbery, Burglary and Vehicle Crime offences.
 - A flexible cohort which extends this to other similar crime types.
 - A free cohort which supports 18–24-year-olds who are involved in youth violence specific to gangs, drug supply, knives and violent crime.
- Norfolk IOM is currently in the process of reviewing and managing down female cohorts that were included in the free cohort. This is in recognition that there are other existing schemes that offer them the same services, support, and opportunities.
- Cohort members will normally be aged over 18 unless transitioning from Youth Justice Services at seventeen and a half. Studies have shown that statistically, most offenders will reduce offending with age. The number of service users on the current scheme over 34 years old shows that a small minority struggle to change their criminal lifestyles.
- Individuals on the scheme will have been identified as having a high risk of reoffending, it will include those associated with gang violence. By assisting them with access to housing, benefits/employment opportunities and the drug and alcohol treatment agencies, as well as working to find positive social

activities for them to participate in, the scheme aims to divert them away from criminal activity.

- There is also a responsibility on police and partners to prevent offending by taking proactive steps to stop someone in their tracks if they are engaging in behaviour that is indicative of an immediate return to criminal activity.
- IOM offenders will have increased frequency of supervision by agencies involved in their rehabilitation.
- The enhanced partner information sharing alongside police crime and intelligence systems means that officers are often instrumental in identifying where risk of reoffending has increased, where safeguarding for victims is required or where license conditions are being breached. In these circumstances the team will work together with the Probation Service to ensure that enforcement decisions are considered swiftly and appropriately.

Work in Partnership to Safeguard Vulnerable Adults and Children

Overview

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

agencies and the voluntary sector to ensure children are protected and their welfare promoted.

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

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

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

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

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

Overview

- The Norfolk Constabulary Managing Offenders Subgroup scrutinises the management of those responsible for offending across the county, ensuring crimes are detected, appropriate outcomes for victims are secured and offenders are diverted to prevent future offending. It reports on data for Out of Court Disposals (OOCs) in terms of all reported crimes and positive outcomes and provides data for scrutiny regarding preventative orders.
- Workstreams ensure opportunities are maximised to promote positive outcomes. These include the provision of Restorative Justice, where the Restorative Justice Team is embedded within the Offender Diversion Team (ODT) and works with both Victims and Offenders, and Out of Court Disposals (OOC), where a two-tier system is now in place following legislative changes in 2023.

Out of Court Disposals

- Out of Court Disposals are a range of methods that can be used to deal with low level crime committed predominantly by first time offenders without having to refer the matter to court.

- Legislation has been introduced which has reduced the number of Out of Court Disposals to just two options (conditional caution and community resolution). The Constabulary has implemented this two-tier system:
 - **A community resolution** - is used for low level matters where the offender accepts responsibility and where it is likely the victim has agreed that they do not want a more formal outcome. It is believed that by making offenders take responsibility to confront their behaviour and its impact, there is a reduction in the likelihood of reoffending. Resolutions can include such outcomes as the offender being advised on their conduct, the offender writing an apology letter or taking part in some form of reparation. It is anticipated that this type of outcome will be considered around cases of minor criminal damage, anti-social behaviour, small value theft and minor assaults without injury.
 - **A conditional caution** - is a statutory outcome to the result of a crime investigation and will include stipulations on the offender. These requirements could focus on rehabilitative treatment for the offender or set out directions around how they can make good on their behaviour or actions. Rehabilitation could include such things as attendance at a treatment course, the reparative element could ensure an apology to the victim.

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

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

END.

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



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2025

SUBJECT:

Constabulary update on Pillar 5 (Supporting Victims) of the Police and Crime Plan

SUMMARY:

The report sets out a short summary update of key Constabulary activity contributing to elements 1,2,5 & 6 of Pillar 5 of the Police and Crime Plan

RECOMMENDATION:

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

An overview of each section is provided in appendix A

PILLAR 5: SUPPORTING VICTIMS

Improving the provision of entitlements set out in the Victims’ Code

Indicator	Last 12 months	Previous 12 months	difference to previous 12 months
Receipt of Victim Information Letter being sent when crime was reported	69.7%	62.9%	6.8pp
Recording of Needs Assessment	86.5%	85.4%	1.1pp
Acceptance of a Referral to Victim Support Service	39.9%	44.6%	-4.7pp
Provision of information about the Investigation and Prosecution	91.9%	84.3%	7.6pp
Offer of a Victim Personal Statement	37.0%	31.0%	6.0pp
Making of a Victim Personal Statement	1.3%	1.4%	-0.1pp
Provision of information about the Trial, Trial Process & your role as a Witness	66.2%	78.6%	-12.4pp
Provision of Information about the Outcome of the Case and any Appeals	7.9%	9.6%	-1.7pp
Number of Complaints received that VCOP rights hadn't been met	7	3	4

Table 21: Data from the Victims’ Code dashboard. The date range for the Last 12 months is 01/10/2023 – 30/09/2024. The date range for the Previous 12 months is 01/10/2022 – 30/09/2023.

- The Victims and Prisoners Bill received Royal Assent in May 2024. Following a change in Government further amendments to the Bill will be published in 2025 after a period of consultation.
- Tactical plans for the delivery of the new Victims’ Code have been completed by departments reporting into the Supporting Victims Subgroup. These will be updated once any amendments are confirmed.
- Letters sent to victims of crime that are generated from the Athena crime recording system have been updated with the link to the Home Office Victims’ Code information pages to ensure that victims are aware of the Code and where they can access further information. Victims’ Code posters have been sent to all police premises for displaying, along with leaflets for all Public Enquiry Offices.
- Training and briefings for officers and staff are being produced. Training inputs will include guidance on the victim’s journey and Victims’ Code metrics. Sessions will be delivered to all officers and relevant staff, including Student Officers, and will include an input from Victim’s Services to support with increasing referrals to Norfolk & Suffolk Victim Care. These training sessions will commence in late 2025.
- Following a pilot of the proposed Victim’s Code metrics in the summer by a number of police forces including Essex, an Athena force, concerns were raised to the Ministry of Justice around the difficulties in reporting on a number of the metrics due to the time required for dip sampling, automation challenges, and interpretation of some of the proposed metrics. Due to the amendments that are expected to be made to the Victims’ Code and the issues that the pilot raised, the metrics are now being re-assessed by the Ministry of Justice, with further consultation expected in late 2025, with confirmed metrics due in 2026.

- Victims' Code compliance across all of the current metrics will now be a priority to improve compliance and ensure reporting on the associated Power BI dashboard is correct, ready for the proposed changes in 2026. This activity will be progressed through the Supporting Victims Subgroup, with monthly reporting on district/team performance and individual performance where necessary.
- The three priority areas for Victims' Code compliance continue to be monitored through the Supporting Victims Subgroup. They are receipt of Victim Information Letter being sent when a crime has been reported (Right 3), Provision of Information about the Investigation and Prosecution (Right 6), and the Offer of a Victim Personal Statement (Right 7). Compliance percentages have increased in all three areas.

Deliver High Quality Investigations to Support the Right Outcomes for Victims

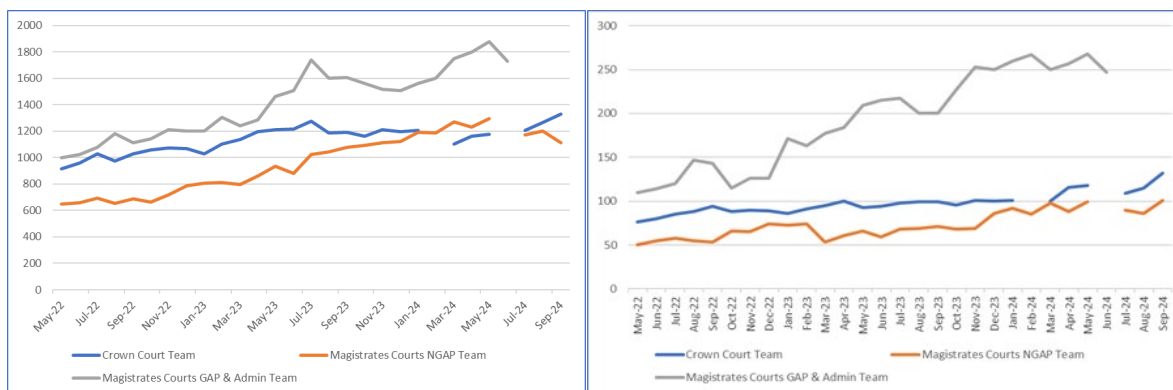
- The Constabulary continues to embed the Operation Soteria National Operating Model as part of the response to Rape and Serious Sexual Offence investigations. These Soteria principles and learning can be applied to all crime types, and most notably across all Violence Against Women and Girls (VAWG) offending.
- Transformational Change Plans have been submitted to the national Operation Soteria team and a dedicated Project Manager has been appointed to support the delivery of these plans.
- Domestic Abuse Matters training is being delivered to all frontline staff.
- In this reporting period the Operation Investigate team have continued to support the County Policing Command (CPC) development training days for frontline officers with the objective of improving investigative standards, ensuring that investigations are victim focused and evidence-led, delivering more positive outcomes, and increasing victim satisfaction. Bespoke training for officers has been developed to improve the investigation of domestic abuse offences, and to embed wider understanding of victim and offender behavioural responses to domestic abuse offences.
- The Operation Investigate team have also supported the professional development of wider policing teams including District Crime Units and Neighbourhood Policing Teams, with the overall objective of improving outcomes and victim satisfaction.
- Supervisors who are new to managing crime investigations can access the Operation Investigate team for one-to-one or small group support sessions, particularly if their most recent role was not an investigative one.
- In this reporting period the Operation Investigate team have completed a force wide audit of domestic abuse Investigations. 161 investigations were reviewed with Domestic Abuse Risk Assessment (DARA) compliance and OPTIK usage being audited. Officers' compliance with the Victims' Code, use of Body Worn Video, and the appropriate use of arrest powers were included in the audit.
- The team also continues to complete crime peer reviews and investigative audits to support continuous investigation improvement at a supervisory level. Current audits

and reviews include the investigation of Violence Against Women and Girls sexual offences by PIP Level 1 investigators.

- Online guidance has been updated and refreshed in response to Home Office and College of Policing legislation and guidance changes.
- The Operation Converter team are still performing strongly and are well on course this year to surpass the 685 crimes which were taken into consideration by offenders at sentencing in 2023. Since the team’s inception in November 2022, they have achieved over 1,400 positive outcomes for victims.
- A working group has commenced focussing on increasing the use of Domestic Violence Protection Orders and Stalking Protection Orders to maximise protection and outcomes for victims.

Improving Victim’s Experience of the Criminal Justice System and Raise Confidence to Report Crimes

- The workload of the Victim and Witness Service (VAWS) Care Teams has continued to grow in the post Covid period, with His Majesty’s Courts and Tribunal Services (HMCTS) now again working at business-as-usual status. This is putting considerable strain on the VAWS Care Teams, with staff carrying between 100-200 cases each, with some cases having multiple victims and witnesses.
- The charts below show how caseloads for the different VAWS teams have increased since May 2022:



- Trials are still being delayed and rescheduled at short notice in the Crown Court. This creates additional work for the VAWS team, having to rearrange attendance, and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk, they are mirrored nationally.
- Trials for Crown Court are being scheduled into 2026 which has a significant emotional impact on victims and witnesses, and creates challenges for managing their expectations, and keeping them engaged.
- The VAWS team are currently working with eleven additional temporary posts to ensure that the best service can be provided to victims and witnesses. Extensions have been agreed for 7 of the 11 posts to continue until 31st March 2026.

- A full review of the VAWS team has commenced to look at daily processes, opportunities for efficiency savings, and automation opportunities to develop a longer-term sustainable model which will still deliver a high level of service to victims.

Safeguarding vulnerable victims of ASB and crime

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
High Risk Anti-Social Behaviour (County)	9	11	15	-18.2%	-40.0%
Domestic Abuse Crimes (Risk assessment – High)	193	176	247	9.7%	-21.9%
Domestic Abuse Crimes (Risk assessment – Medium)	6,158	6,240	6,414	-1.3%	-4.0%
Domestic Abuse Crimes (Risk assessment – Standard)	1,561	1,823	2,263	-14.4%	-31.0%
Domestic Abuse Incidents (Risk assessment – High)	54	51	63	5.9%	-14.3%
Domestic Abuse Incidents (Risk assessment – Medium)	2,530	2,241	2,178	12.9%	16.2%
Domestic Abuse Incidents (Risk assessment – Standard)	3,077	3,347	3,629	-8.1%	-15.2%
Number of Domestic Violence (Clare's Law) Disclosures	1,207	1,024	862	17.9%	40.0%
Number of Child Sex Offender Disclosures	154	134	115	14.9%	33.9%
Sexual Abuse Referral Centre – Number of ISVA supported clients	682	772	821	-11.7%	-16.9%
Number of MARAC referrals	501	Data not available	Data not available	Not applicable	Not applicable
Number of Adult (16+) referrals into NIDAS (High and Medium risk support) * Date range 01 April 2024 to 30 June 2024 *	1,026	Data not available	Data not available	Not applicable	Not applicable

Table 22: High Risk ASB Non-crimes by district, domestic abuse crime and incidents by initial risk assessment, DVDs, CSODs, SARC, ISVA supported clients, NIDAS referrals and MARAC referrals.

Table 22 displays the number of Domestic abuse crimes and incidents by most recent risk assessment.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

- There has continued to be a reduction in the number of high-risk antisocial behaviour cases compared with both the previous 12-month period and the long-term average. There was an unusual peak in high-risk cases in early/mid-2022 which has affected the long-term average figure.
- Following a restructure in the management of Neighbourhood Policing Teams, Response Teams, and Operational Partnership Teams in 2023, new roles were created for locality-based Neighbourhood Policing Inspectors. This has led to improvements in the identification and management of higher risk and longer-term antisocial behaviour cases.
- All anti-social behaviour calls are reviewed at a district level. This helps with the identification of trends at an early stage to stop escalation and prevent further harm. Across the county, Operational Partnership Teams share information with Early Help Hubs to support the understanding of vulnerability for higher risk cases.
- Work is ongoing within the Contact and Control Room to further improve the risk assessment of, and grading response to anti-social behaviour related calls.
- The Community Safety Department continues to monitor lower-level early interventions alongside the use of civil orders and preventative powers to ensure that anti-social behaviour cases are being dealt with in the correct manner.

- Repeat victims of anti-social behaviour can request an Anti-Social Behaviour Case Review if they consider that their reports have not been appropriately addressed. The process for this has been reviewed and is now fully operational, with reviews being chaired by trained independent experts. The ASB Case Review process is overseen by the Office of the Police and Crime Commissioner. A joint presentation is being delivered to Registered Social Landlords to explain their obligations within this process.
- The Constabulary has continued to utilise the funding obtained from the Home Office to address antisocial behaviour within identified hot spots (Operation Focus). The operation utilises a range of policing resources including the Special Constabulary, Beat Managers, and Response Officers to patrol areas that have been identified through analysis as being the most vulnerable areas for antisocial behaviour. These additional directed patrols are recorded via the Engagement Application to track activity and the impact it is having. These extra patrols are expected to provide over 10,000 hours of additional visible patrols in hotspot locations for the funded period.
- The volume of Domestic Violence Disclosures (Claire's Law) has increased, both compared to the previous 12-months and the long-term average. This trend is also seen in Child Sex Offender Disclosures (Sarah's Law). This is likely to be a continuing result of the schemes being made available for application online, as well as increased awareness of both schemes.
- The number of high-risk domestic abuse crimes and incidents has increased slightly against the previous 12-month period but has reduced against the long-term average.
- The number of medium risk domestic abuse crimes has reduced both against the previous 12-months and the long-term average, but the number of medium risk incidents has increased. A grading system is used to prioritise safeguarding activity for medium risk domestic abuse cases.
- Standard risk domestic abuse crimes and incidents have both reduced when compared with the previous 12-month period and the long-term average.
- The period 1st July to 30th September 2024 has seen the number of external MARAC referrals remain within expected levels, indicating that the domestic homicides that occurred in January 2024, and the heightened concern they caused, were likely to have been the reason for the sudden increase in referrals that was seen in the first quarter of 2024.
- The number of victims being supported by the Independent Sexual Violence Advisor (ISVA) service was lower than both the previous 12-months and the long-term average. This position reflects a reduction in open cases because of workload reviews, and the fact that increases in rape and serious sexual offences being reported to the police have slowed somewhat. The service remains under pressure as continuing court delays mean some victims will require support over longer time periods than previously.

- Referrals into the MASH Domestic Abuse Safeguarding Team (DAST) relating to Honour Based Abuse are showing a steady increase. These cases are increasingly complex, often involving very vulnerable victims who may not have recourse to public funds (benefits and housing assistance), which makes safeguarding more challenging due to the availability of provision and support.

Appendix A Overviews for each section of the Pillar 5

Improving the provision of entitlements set out in the Victims' Code

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



- The data presented is extracted from a Power-Bi dashboard that has been developed to help the Constabulary monitor how well it is delivering these entitlements for victims.

Deliver High Quality Investigations to Support the Right Outcomes for Victims

Overview

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

Improving Victim’s Experience of the Criminal Justice System and Raise Confidence to Report Crimes

Overview

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

Safeguarding Vulnerable Victims of Crime and ASB

Overview

- In this section the Constabulary provides an update around its operational safeguarding procedures and practices that protect vulnerable victims.
- The brief is divided into two sections:
 - An overview from the Safeguarding and Investigations Directorate on their work around protecting victims of serious sexual assault and domestic abuse.
 - An update on how the County Policing Command (uniformed response and Neighbourhood Officers) respond to calls around anti-social behaviour and how they are managed.
- The data tables presented give an overview of demand and trend indicators across the various measures. They will allow the Constabulary to monitor the allocation of resources and deploy additional support to areas of emerging or persistent risk.
- A final risk grading is a subjective decision based on the experience of the assessor. The range of potential risk within the medium grading, and the volume of such cases, means that it has in the past been difficult to prioritise victims in most need of support within this cohort. In response the Constabulary has developed an automated system to identify cases with the highest number of risk factors that would indicate potential future escalation. This system is now used daily to ensure that resources are allocated to the most pressing cases.
- The Safeguarding and Investigations Directorate have oversight of the work around protecting victims of serious sexual assault and domestic abuse working closely with uniform colleagues.
- Specialist Officers are based within the Multi-Agency Safeguarding Hub (MASH) where Police and other partners including, Children and Adult Social Care, oversee the risk management plans around victims and offenders.
- Disclosures under the Domestic Violence Disclosure Scheme are an important tactical option in reducing future risk.
- Safeguarding work is always completed for high-risk cases on the day the matter is reported to police.
- The Constabulary has worked very closely with the Office of the Police and Crime Commissioner (OPCC) and other partners to ensure the successful launch of the Norfolk Integrated Domestic Abuse Service (NIDAS) in 2022. NIDAS brings together victim support services across the county under one umbrella. There are two benefits to this approach:
 - After the initial assessment, it ensures that the most appropriate service is provided to the victim.

- By avoiding the risk of duplication, that the team offer the service to its full potential, ensuring the maximum number of referrals can be supported.
- The Sexual Assault Referral Centre (SARC) continues its important work of delivering a service to victims of serious sexual assault from the initial point of contact through potentially to attending court. The service is built around the work of the Independent Sexual Violence Advocates (ISVA). Targeted work has taken place to improve the contact with harder to reach groups working with partners such as the Terrence Higgins Trust and the Norfolk LGBTQ+ Project. The team have also provided training to charities working within the Black and Minority Ethnic (BME) communities.
- The County Policing Command (Safer Neighbourhood Patrol and Local Policing Neighbourhood Officers) respond to calls around anti-social behaviour and oversee how these types of incidents are managed.
- The Constabulary has a documented process map for addressing anti-social behaviour (ASB) to ensure staff have best practice guidance available to them when advising a member of the public.
- All calls to the Police Control Room regarding ASB are recorded and assessed. Those where there is a significant risk will be prioritised for an attendance.
- All reported ASB cases have a secondary risk assessment carried out by the District Operational Partnership Team (OPT) supervisors and the current policy is that any case that remains high risk following this secondary risk assessment requires immediate safeguarding and mitigation of the risk, which is then documented within the investigation enquiry log. It is then allocated within the OPT and managed with assistance from partner agencies and the Local Policing Neighbourhood Team.

END.

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



ORIGINATOR:

Deputy Chief Constable Megicks

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – January 2025

SUBJECT:

Constabulary update on Pillar 6 (Safer Stronger Communities) of the Police and Crime Plan

SUMMARY:

The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 6 of the Police and Crime Plan

RECOMMENDATION:

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

An overview of each section is provided in Appendix A

PILLAR 6: SAFER AND STRONGER COMMUNITIES

Supporting Road Users to be Safer on our Roads

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Killed & Serious Injury collisions – Total	475	421	397	12.9%	19.6%
Killed & Serious Injury collisions - Fatal	34	36	30	-5.6%	13.3%
Killed & Serious Injury collisions – Serious injury	441	385	367	14.5%	20.2%
Killed & Serious Injury collisions involving vulnerable road users (total) <i>(Cyclists, Motorcyclists, Pedestrians & Horse Riders)</i>	274	236	212	16.1%	29.2%

Table 23: Killed and Serious Injury (KSI) collisions and KSI collisions involving vulnerable road users.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

- There has been an increase in Killed or Seriously Injured (KSI) collisions when comparing the last 12-month period to the previous 12-months (+13%) and the long-term average (+20%).
- In the six-month period between 1st April 2024 and 30th September 2024 there were 20 fatal collisions across Norfolk, with 21 fatalities.
- There has also been an increase in KSIs involving vulnerable road users (cyclists, motorcyclists, pedestrians, and horse riders) when comparing the last 12-month period to the previous 12-months (+16%) and the long-term average (+29%).
- 139 KSI collisions involving motorcyclists were recorded for the rolling year 1st October 2023, to 30th September 2024, which was 29% of all KSI collisions recorded during that period, and an increase of 39% in comparison to the long-term average.
- Mapping has been undertaken to identify hotspots for collisions involving motorcyclists, overlaid with causation and temporal data, to inform problem-solving approaches by the Road Safety Partnership. This information is being used to guide the delivery of education, enforcement, and engagement opportunities with the aim of reducing harm to this vulnerable group of road users.
- Road usage data* shows that there are more journeys being undertaken on the county's roads, with average miles that people travelled annually increasing by 6% for drivers and 10% for passengers in 2023/24 compared to 2022/23, increasing the likelihood of collisions occurring. (*Department for Transport National Travel Survey - published April 2024).
- Between 1st July 2024 and 30th September 2024, 83% of all KSI collisions occurred during daylight hours, with 10% in darkness, and 7% when streetlighting was lit. 89% of all KSI collisions occurred when road conditions were dry, and 92% in fine weather conditions.

- As would be expected during the summer months, when the days are longer and the weather conditions are more favourable, the percentage of collisions during hours of darkness and poorer travelling conditions decreases.
- In this reporting period, 25% of KSI collisions involved at least one young driver.
- The Young Driver Education Coordinator continues to assist Norfolk County Council with the delivery of Fatal Four education to young people aged 15-19 years. 25 sessions have been delivered to 453 students in this reporting period. Additionally, two e-scooter presentations were delivered to a further 288 students. There was a reduction in delivery in this reporting period due to the summer break for education establishments.
- Increasing KSI demand not only creates challenges in investigative capacity, but also for managing the wellbeing of the police officers who are exposed to these highly traumatic incidents. The Constabulary is working to better track exposure and ensure there is effective and timely support.

Commercial Vehicle Unit Update

- The Commercial Vehicle Unit (CVU) continues to deliver a positive impact to the proactive police response to commercial vehicle use, tackling criminality on the road network and gathering intelligence. The CVU also provides an enhanced opportunity to disrupt Organised Criminal Groups and the serious offences that they commit. They have regular planned local, regional, and national days/weeks of action.
- In this reporting period, 266 vehicles were stopped during planned CVU operations, including private vehicles, HGVs, PSVs, and agricultural vehicles, with offences identified including overweight vehicles, insecure loads, excessive window tints, and vehicles/trailers in a dangerous condition.
- There is a continued trend of HGV drivers failing to comply with driving hour regulations.
- Operation Tramline was conducted in September utilising an unmarked HGV. A high number of Fatal Four offences were detected.
- The CVU also delivered Operation Crosswind in September, working in partnership with First Bus. 25 vehicles were stopped, and 28 Traffic Offence Reports were issued.
- Table 24 shows CVU enforcement activity for July, August, and September 2024:

	Vehicles Stopped	TORs Issued	Offences Detected	Total Fines Issued	Total Prohibitions
July 2024	52	40	61	£6,800	7
August 2024	78	65	82	£10,100	10
Sept 2024	136	120	160	£17,400	15

Table 24: Commercial Vehicle Unit (CVU) results for July, August, and September 2024.

- Operation Foxtail is a Roads and Armed Policing Team (RAPT) led operation which focuses on the detection, removal, and sources of fraudulent driving licences. This multiagency approach, delivered with Home Office Project Invigor funding, brings together resources from Immigration Services, Moonshot, Road Casualty Reduction

Team (police motorcycles), CVU, and Community Support Units (Student Police Officers). The results so far have evidenced how impactful this type of deployment is, not only on road safety but also on wider criminality.

- In this quarter (1st July 2024 to 30th September 2024) during Operation Foxtail deployments 170 vehicles were stopped. 29 persons were arrested for a variety of offences including fraudulent licences, prison recall, immigration offences, possessing prohibited weapons, and for outstanding warrants. 77 intelligence reports were submitted, 32 vehicles were seized, and 69 Traffic Offence Reports (TORs) were issued.

Road Casualty Reduction Team Update

- The Road Casualty Reduction Team (police motorcycles) continue to contribute to Fatal Four enforcement, working in conjunction with CVU at planned days of action, and through their daily deployments at collision hotspots.
- The team have deployed alongside the CVU at multiple engagement events during the reporting period including the Wheels Festival in Great Yarmouth, East Coast Truckers, and modified car events. The team continues to support the Two Wheel Tuesday initiative, which provides the opportunity for direct engagement with motorcycle users.
- Table 25 shows the number of Traffic Offence Reports issued by the Road Casualty Reduction Team in this reporting period. In this period the team have also serviced submission and assessment demand from Operation Snap (Dash Cam submissions).

	<i>TORs Issued</i>	<i>Op Snap Warning Letters</i>	<i>Op Snap TORs issued</i>	<i>Op Snap NFA decisions</i>
July 2024	12	17	29	27
August 2024	180	32	44	19
Sept 2024	228	55	49	19

Table 25: Road casualty Reduction Team (RCRT) enforcement for July, August, and September 2024.

- July saw high demand for national mutual aid events including VIP escorts, Unity Cycle Tour, and the Tour of Britain

Update on Fatal Four enforcement

- The ‘Fatal Four’ driving offences are defined as: not wearing a seatbelt, using a mobile phone, drink/drug driving, and speeding.
- Table 26 sets out the number of Traffic Offence Reports (TORs) issued by officers in 2024 so far, which include the work of the Road Casualty Reduction Team (RCRT). Consistent levels of enforcement are seen against expected seasonal variations.

2024	Driver using Mobile	Seatbelt	Officer detected speeding	Camera detected speeding	All other Traffic Offence Reports (Officer detected)
January	37	34	249	3,428	628
February	77	45	110	3,386	537
March	132	88	176	4,868	636
April	154	140	304	4,785	655
May	167	87	452	5,739	584
June	176	130	388	5,366	642
July	108	60	266	6,139	498
August	103	122	378	5,032	613
September	171	133	265	5,087	517
Total	1,125	839	2,588	43,830	5,310

Table 26: Fatal Four Traffic Offence Reports (TORs) issued between 01/01/2024 and 30/09/2024.

Safety Camera Partnership Update

- The Norfolk Safety Camera Partnership operates a number of fixed site and mobile safety cameras. Currently there are three average speed systems and twenty-three fixed 'spot speed' cameras at various locations throughout the county.
- During 2025/26 these cameras are due to be increased with three new average speed systems being installed by National Highways along the length of the A47 trunk road. Whilst these cameras are installed and owned by National Highways they will be operated by Norfolk SafeCam in a similar manner as those on the A12 and A14 in Suffolk, with all cost recovery supporting the SafeCam back-office.
- In addition to the fixed camera assets, the partnership operates nine mobile safety cameras. Three of these are van-based and are predominantly utilised on the county's strategic road network, with a further six community enforcement assets utilised within the community, predominantly enforcing sites of public concern.
- Earlier this year the partnership started to use a motorcycle which enables enforcement to be conducted in more rural locations of concern that had previously not been accessible by the van fleet.
- Enforcement by the Safety Camera Team has been steadily increasing and this trend has continued in 2024 as shown in the tables below which compare Norfolk camera enforcement for the period 1st January 2023 to 30th June 2023 with the same period in 2024.

	Norfolk Static	Norfolk Mobile	Norfolk Total
January 2023	1724	2038	3762
February 2023	1691	2718	4409
March 2023	2012	2312	4324
April 2023	2245	2546	4791
May 2023	2120	3326	5446
June 2023	1534	2343	3877
Total	11326	15283	26609

Table 27 – Norfolk camera enforcement (static and mobile) for the period 01/01/2023 to 30/06/2023.

	Norfolk Static	Norfolk Mobile	Norfolk Total
January 2024	1310	2118	3428
February 2024	1329	2057	3386
March 2024	1755	3113	4868
April 2024	1930	2855	4785
May 2024	2029	3710	5739
June 2024	1945	3421	5366
Total	10298	17274	27572

Table 28 – Norfolk camera enforcement (static and mobile) for the period 01/01/2024 to 30/06/2024.

Working with Partners and Communities to Prevent Crime and Harm

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Anti-Social Behaviour	Environmental	559	476	555	17.4%	0.7%
	Nuisance	7,004	7,493	7,415	-6.5%	-5.5%
	Personal	1,977	1,874	1,945	5.5%	1.6%
Burglary (Residential)	Number of Crimes	1,274	1,213	1,280	5.0%	-0.5%
	Solved	135	133	127	1.5%	6.3%
	% Solved	10.6%	11.0%	10.0%	-0.4pp	0.6pp
Vehicle Crime	Number of Crimes	1,623	1,710	1,708	-5.1%	-5.0%
	Solved	231	171	176	35.1%	31.3%
	% Solved	14.2%	10.0%	10.3%	4.2pp	3.9pp
Theft of Vehicle Crime	Number of Crimes	625	572	599	9.3%	4.3%
	Solved	76	78	80	-2.6%	-5.0%
	% Solved	12.2%	13.6%	13.4%	-1.4pp	-1.2pp
Theft from Vehicle Crime	Number of Crimes	805	966	910	-16.7%	-11.5%
	Solved	114	68	69	67.6%	65.2%
	% Solved	14.2%	7.0%	7.8%	7.2pp	6.4pp
Arson and Criminal Damage	Number of Crimes	6,495	6,837	6,974	-5.0%	-6.9%
	Solved	990	821	833	20.6%	18.8%
	% Solved	15.2%	12.0%	11.9%	3.2pp	3.3pp
Robbery	Number of Crimes	355	326	343	8.9%	3.5%
	Solved	58	59	53	-1.7%	9.4%
	% Solved	16.3%	18.1%	15.5%	-1.8pp	0.8pp
Hate Crimes	Number of Crimes	977	1,106	1,223	-11.7%	-20.2%
	Solved	212	208	196	1.9%	8.2%
	% Solved	21.7%	18.8%	16.0%	2.9pp	5.7pp

Table 29: Neighbourhood crime (ASB by category, Burglary Residential, Vehicle crime, Arson and criminal Damage, Robbery and Hate crime). The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

- The number of Environmental and Personal anti-social behaviour (ASB) CADs has increased in the last 12-months compared to the previous 12-months and the long-term average. Nuisance ASB CADs have reduced against both the previous 12-months and the long-term average, and when combining all the ASB categories the overall level of CADs has reduced against both measures.
- The volume of residential burglaries has increased in the last 12-months, being 5.0% higher than the previous 12-months (an increase of 61 crimes). However, the volume of residential burglaries recorded in the last 12-months is slightly lower (13 crimes fewer) than for the previous reporting period (12-months to June 2024).

- The residential burglary solved rate from the last 12-months has reduced by 0.4pp when compared against the previous 12-months but increased by 0.6pp when compared with the long-term average. The solved rate is also 1.0pp higher than that which was seen in the previous reporting period (12-months to June 2024).
- New guidance is being given to officers to support their response to residential burglaries. This work is coordinated by a Detective Chief Inspector and introduces the cocooning principle of identifying further premises at risk, and pro-actively offering crime prevention advice to residents. This work will also see the Constabulary adopt 'super-cocooning' as a process to prevent crime and harm to communities where a residential burglary series is identified. This will see the efforts of officers and volunteers combine to provide high visibility reassurance and access to crime prevention advice in wider areas of Norfolk.
- In the last 12-months vehicle crime was lower than in the previous 12-months (-5.1%) and was also below the long-term average (-5.0%). The solved rate for vehicle crime was 4.2pp higher than the previous 12-months and 3.8pp higher than the long-term average.
- Volumes of Arson and Criminal Damage were lower in the last 12-months compared to the previous 12-months (-5.0%), and lower than the long-term average (-6.9%). There has also been an improvement in the solved rate, against both the previous 12-months (+3.2pp) and the long-term average (also +3.2pp).
- The volume of robberies in the last 12-months increased compared with both the previous 12-months (+8.9%) and the long-term average (+3.5%). The solved rate reduced 1.8pp from the previous 12-months but increased by 0.7pp from the long-term average.
- Robbery is a crime group that reduced in volume during the Covid-19 pandemic and remains considerably lower than pre-pandemic levels (432 robberies in the year ending March 2020). It continues to be a rare, though very impactful, crime in Norfolk.
- Hate Crime has reduced in volume when compared with both the previous 12-months (-11.7%) and the long-term average (-20.2%). There has been an increase in solved rate, by 2.9pp against the previous 12-months, and 5.0pp against the long-term average.
- Great Yarmouth Key Individual Networks (KINs) have requested hate crime inputs due to an increase in tensions being experienced by their services users. The local Engagement Officer has been working closely with Great Yarmouth Operational Partnership Team (OPT) and the Constabulary's Hate Crime Lead, to deliver SHiN (Stop Hate in Norfolk) sessions. GYROS, an organisation which supports migrants and culturally and linguistically diverse communities in Great Yarmouth, and DIAL, an independent charity which provides information and advice to vulnerable people within Great Yarmouth, have asked for in-person sessions. NHS Social Prescribers, the Norfolk & Suffolk NHS Foundation Trust, Great Yarmouth Borough Council, and Orbit Housing Tenancy Services have all attended online sessions. The Constabulary's Equality, Diversity, and Inclusion (EDI) team are working closely with the Great Yarmouth District Superintendent to build on this activity.
- The Constabulary is continuing to collaborate closely with stakeholders and partnership groups to promote Stop Hate in Norfolk (SHiN) training. As more

people are becoming aware of the monthly sessions that are being provided, a steady number of organisations are taking up the opportunity. The training is being continually updated and the Constabulary is working with other forces to compare best practice.

- The Community Tension briefing document that has been developed provides partners with weekly hate crime data and other information.
- Hate Crime is a standing agenda for the Community Relations and Prevent Strategic Group (CRPSG). The distribution list for this is growing and partners are content with the updates that they receive. The Constabulary’s EDI team is working closely with partners to ensure that tensions are being reported.
- During this reporting period the Constabulary worked in collaboration with the Office of the Police and Crime Commissioner to plan for the delivery of a Hate Crime awareness event in support of national Hate Crime Awareness Week. The event included inputs and activities aimed at improving understanding of what hate crime is, and a tabletop exercise for partners to discuss the barriers to hate crime reporting.
- It is planned to have a larger scale event for Hate Crime Awareness Week 2025. The EDI team are also looking at how this can be replicated on a smaller scale on a district basis throughout 2025.

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

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Mental Health Act Assessments conducted in custody	211	219	191	-3.7	10.5%
Athena investigations tagged for Mental Health team to review	10,285	10,343	<i>Data not available</i>	-0.6%	<i>Not applicable</i>
Number of Persons detained under Section 136	352	384	459	-8.3%	-23.3%
Section 135 warrants executed	63	63	64	0.0%	-1.6%

Table 30: Mental health act (MHA) assessments in custody, Athena investigations tagged for Mental Health Team to review, Persons detained under section 136 and section 135 warrants issued.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise stated. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 –30/09/2023.

- The number of people detained under Section 136 of the Mental Health Act by Norfolk police officers continues to decline, with a further 8.3% reduction seen in the last 12-months. This is a sustained decrease over several years leading to the lowest rate of detentions under this power since 2017.
- This reduction has in-part been achieved through regular training that is being delivered to officers about the importance of consulting with medical professionals when they are considering using their powers to explore alternative care pathways that might be suitable, and the increased availability of other crisis care provision including the NHS 111 crisis mental health support line, the partnership Mental Health Response vehicle, and the STEAM and REST Wellbeing Hubs.
- The number of warrants executed under Section 135 of the Mental Health Act remains the same as the previous 12-months, which is in line with the long-term average.

- Assessments under the Mental Health Act in custody have decreased slightly (by 3.7%) over the past 12-months, however, still account for a 10.5% increase against the long-term average.
- Waiting times for transfer to hospital for those detained in a police custody suite after a mental health assessment has been completed have decreased in this reporting period, however the average transfer time remains above the target time of 12 hours. New in-patient wards are due to open at Hellesdon Hospital in early 2025 which it is hoped will alleviate bed pressure.
- Waiting times for mental health assessments when requested out of hours are still lengthy. Work is continuing with partner agencies to address this. Assessments requested within working hours are usually completed in a timely manner.
- 'Right Care Right Person' has been in place since 29th May 2024. It is now well-embedded well within the Contact and Control Room and with partner agencies. Partnership meetings continue to be held monthly to provide operational oversight, reassurance, and support to the wider system.

Promote Crime Prevention Initiatives

Continued, new, or planned crime prevention initiatives supported by Norfolk Constabulary during this reporting period include:

- **Operation Octane** - Operation Octane is the police and partnership response to vehicle related anti-social behaviour and driving offences linked to unauthorised car meets. The operation continues to have a positive impact. Following a spike in car meets at a hotspot in Norwich in the summer, calls relating to car meets are reducing, with a 9% reduction in reports over the last 12-months. This is most notable in relation to larger meets (meet that involve over 30 vehicles) which are associated with greater risks to wider public safety. The number of reports of large car meet has reduced significantly, from a peak of eight reports in March 2024, to zero in August and September 2024.
- In August 2024, a large car meet that was being planned for Thetford was cancelled by organisers following proactive visits by police officers to key nominals who were suspected of planning the event. Social media posts by the group referenced police enforcement and the Public Space Protection Order that is being obtained by Breckland District Council.
- As part of Operation Octane, the County Operational Road Safety Group successfully applied for funding from the Safety Camera Partnership for an 'engagement car'. A vehicle has been acquired and is being marked up in police livery, but also converted with legal modifications to a 'hot hatch'. The funding will also include an 'engagement toolkit'. This will provide the Constabulary and partners with the resources to improve engagement with car enthusiasts, with the intention of educating them on the road safety risks and anti-social impacts of car meets on the wider community.
- An Operation Octane toolkit has been created to guide officers through how to deal with car meets including relevant legislation, offences, and processes.
- A process is being established for officers to make lawful disclosures to insurance companies in relation to driving offences committed at, or associated with car meets. This has been successfully trialled in Great Yarmouth and will soon be rolled out force wide.

- The operation has been shortlisted for the Best Project Award in the National Anti-Social Behaviour Awards which are being held in March 2025.
- The Safer Streets 5 funded acoustic recognition camera (ARC) that is installed on Great Yarmouth Sea front, which was acquired as part of Operation Octane, has also been recognised by the Noise Abatement Society, being highly commended for the John Connells award in October 2024. The ARC is the first device of its type to be deployed outside of London.
- **Problem Solving and Hotspot Policing** – as part of the Home Office anti-social behaviour hotspot fund, forces were required to nominate a Problem Orientated Policing (POP) Champion and an Analyst to attend a training programme at the College of Policing, delivered by problem solving experts from the Jill Dando Institute at University College London.
- The academic support available to the Constabulary extends to a problem-solving project linked to hotspot policing, intended to deliver sustainable reductions in crime and anti-social behaviour in a specific ‘hotspot’ location. The focus for Norfolk will be on violence and sexual offences in the Norwich night-time economy. Although still in its early stages, this proposal has been warmly received by partners involved in the Evening and Night-time Economy Tactical Delivery Group.
- Knowledge gained from this event is being shared by the POP Champion and should impact positively on problem-solving across the Constabulary, for example, changes to the existing Problem-Solving Plan template and processes have been proposed.
- Hotspot funding has also been made available for additional training from the Police Crime Prevention Academy for the Constabulary’s Problem-Solving Team, and a representative from each district Operational Partnership Team (OPT). This will take place in December and attendees will attain an externally verified accreditation in problem-solving.
- **Shop Theft** - A revised draft of the Norfolk Retail Crime Strategy is currently being developed. Part of this review will involve the creation of an internal procedure document that will outline how the Constabulary will deal with shop thefts and the departments and processes involved. This will support anticipated changes to the HMIC PEEL inspection framework for 2025 – 2027 which will include a review of how well police forces are tackling retail crime.
- Toolkits for retailers are being developed in partnership with the National Business Crime Centre (NBCC), with the final documents awaiting review. Once signed-off internally these toolkits will be shared with stores in the Norwich Riverside Retail Park pilot scheme, as well as the Norwich BID (Business Improvement District) and the East of England Co-op as a trial. Once initial user feedback has been received from the trial it is planned for the documents to be made available to all retailers.
- Events in support of national Safer Business Action (SaBA) Week went well, with events held across the county. Information about the positive engagements and outcomes that resulted from this activity has been shared with the NBCC. The Constabulary will engage in future SaBA Days and Weeks of Action.

Increasing Volunteering opportunities within the Community to help Policing

Special Constabulary

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Special Constabulary	Establishments (monthly average)	134.3	158.5	171.8	-15.3%	-21.8%
	Hours	32,860	40,557	42,046	-19.0%	-21.8%
	Duties	5,174	6,155	6,107	-15.9%	-15.3%
	Events	110	415	443	-73.5%	-75.2%
Police Support Volunteers	Establishments (monthly average)	95.7	104.7	114.2	-8.6%	-16.2%
	Hours	12,800	10,474	9,678	22.2%	32.3%
	Duties	2,759	2,467	2,312	11.8%	19.3%
	Events*	<i>Data not available</i>	<i>Data not available</i>	<i>Data not available</i>	<i>Not applicable</i>	<i>Not applicable</i>

Table 31: Establishments, hours, duties and events for Special Constabulary and establishments, hours, and duties for Police support volunteers. *Police support volunteer events are not recorded.

The date range for the Last 12 months was 01/10/2023 – 30/09/2024 unless otherwise noted. The date range for Previous 12 months was 01/10/2022 – 30/09/2023. The date range for the long-term average was 01/10/2020 – 30/09/2023.

- The College of Policing has withdrawn the previously accepted induction training programme for Special Constables and has endorsed the Special Constable Police Education Qualifications Framework (PEQF). This will have a significant impact on the Constabulary's ability to deliver training to Special Constables. Recruitment to the Special Constabulary has been paused while a review is completed.
- The review is looking at all aspects of the Special Constabulary, including training. A new training package will be developed in line with the College of Policing initial training curriculum.
- Due to the moratorium on accepting new applications, which was put in place in January 2024, the establishment of the Special Constabulary has reduced. A number of individuals who have left the Special Constabulary in this time have joined the regular Constabulary.
- The operating model for the Special Constabulary has been moving towards providing more support to the needs of local policing and neighbourhood policing teams. A recent example of this has been the support given to the Operation Focus anti-social behaviour hotspot high visibility patrols.
- Patrolling duties and hours patrolled have increased in this reporting period when compared to the previous three months. In this reporting period members of the Special Constabulary have volunteered for and performed 1,277 duties, which equates to 8,186 hours. This includes general patrol, operations, training, travelling, and administrative process.
- Four members of the Special Constabulary assisted with policing the Paris Olympics in July and August.
- Events supported by the Special Constabulary during this reporting period also include Operation Clarion (vehicle related anti-social behaviour in Great Yarmouth), Norwich and King's Lynn Pride, Cromer Carnival, East Coast Truckers, Operation Focus and policing football matches.

- The Special Constabulary will support several public events during the next quarter including Remembrance Day, Christmas lights switch-ons, and Sandringham Winter Court.

Police Support Volunteers (PSVs)

- The current Police Support Volunteer establishment is 94.
- In this reporting period Police Support Volunteers have volunteered for and performed 686 duties, which equates to 3021 hours.
- Police Support Volunteers provide invaluable support to the Constabulary, delivering a broad range of activities which include fraud awareness talks to community groups, Wellbeing dogs, Community Speed Watch, monitoring town centre CCTV systems, administrative support for Norfolk Neighbourhood Watch, caring for the Force Heritage collection, key functions which support the work of the Broads Beat Team, role playing in Police Officer training exercises, driving related tasks, and supporting community events.
- Additional volunteer Cadet Leaders are being recruited. New volunteer CCTV operators for Gorleston are also being recruited which will allow cover to be extended into the evenings and at weekends.

Cadets

	Indicator	Last 12 Months
Cadets	Establishments (monthly average)	112.5
	Hours	1508
	Duties	224
	Events	161

Table 32: Establishments, hours, duties, and events for Cadets for the period 01/10/2023 – 30/09/2024.

- The number of Cadet Leaders within the Cadet Programme has further reduced. This has meant that for some Units the number of duties that the Cadets have undertaken has been lower than would be expected as there hasn't been sufficient cover to run sessions.
- In September 2024 the Cadet programme brought the North Norfolk & Broadland Units, and the Norwich & South Norfolk Units together to make two Units as a temporary measure, providing sessions for Cadets who live within a ten-mile radius. This has unfortunately led to some Cadets leaving or beginning to disengage. There are however a core group of Cadets within each Unit who are supporting as many activities as possible.
- Due to the shortfall of Cadet Leaders some Units have prioritised events over regular sessions. Others have prioritised their regular Thursday sessions. Some Units have been able to sustain a good balance of both.
- More colleagues within the Constabulary are referring young people who they are working with to the Cadet programme. This is helping to build a strong support package for victims aged between 13-18 years old and is also providing a diversion opportunity for those in the same age range.
- Cadets are becoming well embedded into local district policing, supporting a broad variety of initiatives. Cadets help with internal training and are an integral part of the policing of community engagement events. They also help partner organisations with their events.

- In September the Breckland and Kings Lynn Cadet Units represented the Constabulary at the National Police Memorial Day in Glasgow.
- Cadets have provided hundreds of hours of high visibility foot patrols in Norwich and Great Yarmouth in support of the Operation Focus anti-social behaviour hotspot initiative. They have also delivered Neighbourhood Watch leaflets and letters in these locations. This work is helping to build their trust and confidence in areas of policing that young people might not otherwise be aware of. Engaging in these public facing activities is also helping them to develop their self-confidence and interpersonal skills.
- The Kings Lynn Unit continues to support their local Neighbourhood Policing Team to tackle anti-social behaviour within an area of North Lynn. Their commitment and creative working with community partners has been hugely beneficial in tackling these issues through the ‘Clear, Hold, Build’ approach.
- Cadets are now recognised in the annual Exceptional Policing Awards with their own ‘Cadet of the Year’ category. Each Cadet Unit can nominate two Cadets for the award. Cadet Leaders are also being recognised with an annual letter and certificate of thanks and acknowledgment being sent to them by the Cadet Manager and the Chief Constable.
- Relationships with other youth organisations remain strong. Cadets across Norfolk regularly receive support from Youth Workers and Participation Workers, offering them advice on mental health, wellbeing, social issues, and how to have a voice. These are mainly organised by partners such as the Norfolk Youth Advisory Boards, which each Unit is linked with. By creating these relationships, it is securing better outcomes for the Cadets, their families, and for the services they access.
- Youth-led Social Action projects continue, with Broadland and North Norfolk linking with the Youth Advisory Board to create Care Packages, after running a CPR event earlier this year. The Great Yarmouth Unit raised £2,500 for the Air Ambulance through fundraising events which included a Sky Dive. The Kings Lynn Unit is using their allotment to help with a range of different needs including supporting Cadets and their families through personal issues including bereavement, bringing them together during some of their hardest times.
- All Units are undertaking tours of local police stations, the Professional Development Centre at Hethersett, the Contact and Control Room, Police Headquarters, and Police Investigation Centres. This provides the Cadets with an enrichment of policing activity, ensures that they can learn from each department, and provides the opportunity for these departments to hear the views of young people.

Community Speed Watch

Community Speed Watch	March 2024	March 2023	
Schemes (current number)	98	101	
Members (current number)	887	848	
Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Community Speed watch - Letters issued	14,011	17,130	-18.2%

Table 33: Community Speed watch: Schemes, members and letters issued for the period 01/10/2023 – 30/09/2024.

- The number of Community Speed Watch (CSW) volunteer members has increased in the last 12-months, with 887 members registered at the end of September 2024, compared with 848 at the end of September 2023.
- At the end of September 2024 there were 98 schemes across the county. This slight reduction (from 101 at the end of September 2023) has mainly been due to the retirement of some volunteer Coordinators.
- As a result of the work of the teams 14,011 warning letters have been sent in the last 12-months.
- A Community Speed Watch (CSW) scheme has been formed with Norwich City College. Students who are undertaking the Uniform Services course have participated in sessions which has been extremely successful. This will continue into the next academic year.
- The work of the CSW schemes continues to guide and assist the Safety Camera Partnership to proactively target speeding issues of public concern.
- Using data collected by Community Speed Watch, the top ten speeding locations around the county are identified each month. This data is shared with the Roads and Armed Policing Team (RAPT), who conduct targeted enforcement.
- The Constabulary is working with the Universities of Greenwich and Staffordshire, who have been conducting an academic research project into the effectiveness of the warning letters that are sent out to drivers detected by Community Speed Watch. A new CSW letter has been developed based on behavioural science principles, and SafeCam will be working with the academic team to assist with an initial trial of the new letter in Norfolk and Suffolk. The trial will be evaluated by both academic institutions as part of the project, which is funded by the Road Safety Trust. Dependant on the results of the trial the new letter will be rolled out nationwide as best practice.

Appendix A Overviews for each section of Pillar 6

Supporting Road Users to be Safer on our Roads

Overview

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

Norfolk Road Safety Partnership

- The Norfolk Road Safety Partnership (NRSP) is a strategic alliance of key partners within the county that work together to support casualty reduction and promote safe use of the roads.
- The NSRP provide funding which supports:
 - The Young Driver Education Co-ordinator (YDEC) post – This role focuses on delivering road safety awareness training in schools targeting 15–19-year-olds.
 - Road Casualty Reduction Team (RCRT) – A team of police motorcyclists prioritising work that targets education and enforcement with a focus on the safety of vulnerable road users.
 - Commercial Vehicle Unit (CVU) – A team of police officers prioritising work around education and enforcement concerning commercial vehicles (safe driving; safe carriage; safe condition; denying criminal use of such vehicles).

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

- The Constabulary has established both a strategic and operational oversight of the police response around mental health across the county.
- The Assistant Chief Constable for Local Policing sits as a member of the county level multi-agency steering group (Urgent and Emergency Care Transformation Programme Steering Group) with a work plan focused on improving the response and capability of mental health provision for the benefit of service users.
- Within the Community Safety Directorate, the Constabulary has a small Police Mental Health Team that oversee the day-to-day police response around mental health across the county. They work closely with officers and other agencies with the intention of looking to improve the service delivered to those in crisis.

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

Increasing Volunteering opportunities within the Community to help Policing

Overview

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

END.

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