

## **POLICE ACCOUNTABILITY FORUM**

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

**Tuesday 9<sup>th</sup> March 2021 at 10:30am – 12:30pm**  
**To be conducted via Microsoft Teams**

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

1.	Attendance and Apologies for Absence	
2.	Declarations of Personal and/or Prejudicial Interests	
3.	To Confirm the Minutes of the Meeting held on the 26 <sup>th</sup> January 2021	Page 3
4.	Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'	Page 11
5.	Constabulary Covid-19 Update	Verbal Update
6.	Police and Crime Plan Theme: 'Increase Visible Policing'	Page 34
7.	Police and Crime Plan Theme: 'Prevent Offending'	Page 40
8.	Emergency Services Collaboration Group Update	Verbal Update
9.	Emerging Operational/Organisational Risks	Verbal Update
10.	AOB:	
11.	<p><u>Date of Next Strategic Governance Board Meeting:</u> Thursday 18<sup>th</sup> March 2021 from 10:30am – 12:30pm</p> <p><u>Date of Next Police Accountability Forum Meeting:</u> Wednesday 23<sup>th</sup> June 2021 from 10:30am – 12:30pm</p> <p><u>Date of Next Estates Governance Board Meeting:</u> Wednesday 7<sup>th</sup> July 2021 from 10:00am – 12:00pm</p>	

**Enquiries to:**

OPCCN  
Building 1, Jubilee House,  
Falconers Chase, Wymondham, Norfolk, NR18 0WW  
Direct Dial: 01953 424455      Email: [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk)

如果您希望把这份资料翻译为国语，请致电01953 424455或发电子邮件至：  
[opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk) 联系诺福克警察和犯罪事务专员办公室。

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

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

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

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



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

There were none received.

## 3. **To Confirm the Minutes of the Meeting Held on 25<sup>th</sup> November 2020**

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

- Action 54 – The Chief Constable stated that there was a Horizons 2020 day planned and Superintendent Jason Broome is presenting options. The uplift in switchboard staff is almost complete and these new staff are dealing with 50% of all calls at source. Op Solve customers are now being surveyed and the action to survey 101 customers is to carry forward.  
**Action 54 to carry forward.**
- Action 56 – An update has been provided to the PCC and he is satisfied that the relationship has been enhanced.  
Action closed.
- Action 57 – An update has been provided to the PCC. The PCC is keen to continue providing education in schools through the #IMPACT scheme and ACC Megicks is looking into the viability of proposals to keep this.  
Action closed.

## 4. **Constabulary Covid-19 Update**

The Chief Constable spoke to the agenda item.

The key points discussed were as follows:

- the Chief Constable stated that there were ongoing challenges in relation to managing the Covid-19 pandemic. Sickness in the Constabulary had improved and was now around five to six percent. Police staff are working from home as much as possible and the Constabulary is working on being a Covid-safe organisation. The Chief stated that the Constabulary had a greater emphasis on enforcement of government imposed Covid-19 legislation. This is mostly being supported by members of the public and most people are adhering to the guidelines. The Chief Constable added that crime and call demand is down significantly, there is more availability of officers on the frontline and officers are beginning to be vaccinated and lateral flow tested. The PCC queried how some police officers had been vaccinated. The Chief Constable explained that they would receive a phone call and be offered any vaccines that have been left spare at the end of the day as these would be disposed of unless they were used

- the PCC questioned the Chief Constable's statement on the reduction of crime and asked if this was reported crime or crime in general. The Chief Constable explained that domestic crime is at a static level compared to previous levels. During the first lockdown this had risen by around four percent but overall crime rates are down 7-10%. The PCC asked if there was a disparity between crime rates and perceived crime rates and if there was a public concern with certain crime types. The Chief Constable stated that he used media outlets such as radio, TV and newspapers to share information to the public about prevalent crimes occurring in Norfolk and where police focus needs to be. The Chief Constable mentioned that he had been on TV programmes talking about child abuse and how safeguarding is a top concern for Norfolk Constabulary. He added that he has mentioned many times how there is only a handful of burglaries a day in Norfolk

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

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

The key points discussed were as follows:

- the PCC explained how he has just completed a countywide consultation on the precept prospects and thanked the Norfolk Community for their participation. A proposal will be presented to the Police and Crime Panel on the 2<sup>nd</sup> February 2021
- The Constabulary is reporting a £146k underspend in revenue. The ACO advised that the Constabulary was planning to be 38 full time equivalent over establishment in terms of officer numbers by the end of the year to bridge the recruitment pause whilst getting ready for the Policing Education Qualifications Framework (PEQF). There is an underspend for transport costs due to the pandemic and the reduced need for vehicle use and lower fuel prices. Consequentially there has been an increased contribution to capital, which in turn will protect reserves ahead of any future funding settlements. The capital programme position has a £10.6m slippage which is due to the additional work needed for Broadland Police Station. This is out to tender and the ACO will report back in February/March 2021
- the PCC queried why the Constabulary needed extra money through the precept if underspends are occurring. The Deputy Chief Constable (DCC) stated that the underspend was less than one percent in comparison to the entirety of the Constabulary budget. He added that the finance department should receive credit for the work they have done landing the Constabulary budget so close. The DCC explained that the budget fluctuated variably over the past financial year and the additional precept money would allow the Constabulary to absorb potential funding shocks for the years ahead. He

advised that the majority of any 5.6% precept increase would go towards managing the predicted increasing demand trends on the Constabulary

- the PCC questioned if the Constabulary was up to strength in the Control Room as they had increased staff members. The DCC stated that switchboard staff and Control Room call takers were different and completed different jobs. It is anticipated that the Constabulary will have a busy summer in terms of 101 and 999 calls and so this resourcing was an essential increase in staff numbers. The PCC asked if only a small percentage of calls coming into the Control Room was in relation to policing matters. The DCC clarified that there was a percentage of calls that were not in relation to crime but most calls were useful to the police. He added that there is a growing number of calls that are not related to policing, so the increased switchboard staff are essential in redirecting the calls to the correct agency
- the PCC asked if calls were pushed into another queue if they were not related to policing and asked if they seek reimbursement from other agencies for doing those things. The DCC stated that there should be no need to seek this as the Constabulary Control Room is now up to capacity; however, there were other issues that have an effect on policing resources such as mental health. The PCC stated that there were now seven mental health professionals embedded into the Control Room and asked if the Constabulary would have a triage function within their way of working. The DCC stated that the Constabulary had not ruled out anything and would consider all options whilst talking to the new Mental Health Trust CEO. There has been an increase in mental health related demands on the force, so the delivery of core services is vital at source by the host agency so that police do not get called out
- the ACO stated that the Swaffham Hub is now operational and the Broadland Police station requires additional work. This is being completed through a business case, the planning permission has been secured and is out to tender with results expected in February. The project will go live in 2021/22. The PCC asked if Swaffham was on budget. The ACO assured that it was and added that there were only a few months of delays due to the pandemic. The PCC asked if the work was completed in relation to the Holt estate. The ACO advised that it would be kept until switchover to shared premises with the Fire Service in order to help keep with Covid-19 capacity, the works should be completed soon and the ACO will update the PCC when finished. The PCC asked if Caister works had been completed. The ACO stated that the works had been completed. The PCC queried if the Constabulary had finished works in relation to Attleborough. The ACO stated that the Constabulary is working on an Estates Strategy and a modern-workplace programme and Attleborough would be considered in this. The DCC added that originally the Constabulary were looking to relocate to the fire station and have twelve desks, but after review would most likely keep the existing building due to the increase in housing in the Attleborough and Thetford area and the greater need for space as an increased number of officers are recruited into Norfolk Constabulary. Options would be discussed moving forward

## 6. Professional Standards Department Complaints Update

The Deputy Chief Constable (DCC) presented the report.

The key points discussed were as follows:

- the DCC stated that the report covered the period of 1<sup>st</sup> April to the 30th September 2020. The report highlighted the new legislative framework that has resulted in an increase in complaints of 52%, but this is lower than other forces. 86.7% of complaints had been logged and recorded within two working days and the Independent Office for Police Conduct guidance suggests that contact should be made as soon as possible with complainants. The DCC mentioned that there are some complainants that are difficult to contact after the initial contact. He explained that 41 complaints were in regards to the policing response to the pandemic
- the PCC asked what is now being recorded that wasn't previously. The DCC advised that complaints could be linked to the service provided rather than an individual. The main category of complaints concerns the delivery of duties and service, every one of these complaints has been reviewed. The PCC questioned what would be defined as 'local' for the purposes of advice given to members of the public in relation to government guidance on Covid-19. The Chief Constable stated that the definition of local has been given by the government through their guidance. He added that it was up to the officer's own discretion and decision making when dealing with members of the public
- the PCC stated that in the report the number of complainants contacted within five days dropped from 90% to 40% over the last time period and asked what was being done by the Constabulary to improve time to contact complainants. The DCC stated that it was hard to compare this figure to the previous regime as there will be some things recorded as a complaint that could be seen by the public as feedback. He added that a 52% increase in complaints also relates to more demand faced by the Professional Standards Department, and so it would be harder to keep up with the increased demand. The DCC advised that he was content that sufficient contact with complainants was being met; however, there is more training required for Inspectors to allow them to become more informed with the new system
- the DCC stated that Norfolk Constabulary was doing well when compared to other forces in the UK in relation to complaints. The PCC queried what was being done to address the delays in complaints management training outlined in the report. The DCC advised that other training was already taking place relating to complaints, but the formal training had been postponed due to lockdowns and the pandemic

## 7. Police and Crime Plan Theme: 'Support Victims and Reduce Vulnerability'

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

The key points discussed were as follows:

- the ACC stated that there was a Domestic Abuse (DA) delivery group that worked through significant issues relating to DA for policing. He added that the increase seen in Norfolk for DA reflects increases seen on a national scale. The ACC advised that officers understood their responsibilities in this area but more work was needed to understand the whole process. The Constabulary will look into training to be delivered in regards to this to ensure frontline staff had a good understanding. Further work is being done to ensure the response from the Constabulary is the best it can be in relation to DA incidents and ensuring delivery from point of contact to victims care and beyond
- the PCC questioned why there was a disparity in solved rates for DA. The ACC stated that there will always be disparities which can be due to many different factors, such as willingness to report and confidence in policing. The PCC asked if this was the same for the solved rate for rape cases. The ACC stated that this was the case and added that the Constabulary had a core part to play in improving these outcome rates. The PCC stated that the national solve rate was around three to four percent and asked what the Constabulary could do to improve this. The ACC advised that there was a Gold Group working on improving the services the Constabulary provides and is reviewing the current processes to understand what can be improved and what interventions can be put in place, including victim care services
- the ACC explained that regional meetings are held with the Constabulary and Criminal Justice Service to look at handover processes with cases. He added that it was important to remember that not all victims want to take the criminal justice route and stated that the Constabulary were working with victims and partner agencies to make this process the best it can be. **ACTION 58 – for D/Superintendent Paul Brown to provide a Power BI presentation to the PCC on the management of DA, rape and serious sexual offences and for a paper to be provided to a future Police Accountability Forum meeting for community reassurance**
- the Chief Constable assured that the Crown Prosecution Service (CPS) and the National Police Chiefs' Council have agreed a national action plan and will be announced in the near future in response to rape. The PCC queried if the Constabulary needed wider engagement with partner agencies from victim services. The Chief Constable stated that engagement was ongoing and added that the partner agencies the Constabulary work with have a focus on DA
- the Chief Constable announced that Norwich was one of the four areas across the country that had been picked by the Home Office as a pilot area for Operation ADDER. The three-year project has been secured and aims to



address social criminal issues around drug deaths, offending and drug use. Norfolk Constabulary has secured the Home Office funding which will be used to tackle drug misuse alongside national activity to disrupt drug supply. The PCC welcomed the additional update and asked the CEO to contact the Commissioning Manager to ascertain the correlation between sexual violence and DA and report back to him during the meeting. The CEO reported back to the PCC during the meeting that Daisy is adding a sexual abuse counselling service

## **8. Police and Crime Plan Theme: 'Deliver a Modern and Innovative Service'**

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

The key points discussed were as follows:

- the DCC provided an update on the Constabulary's recent work on OPTIK, a digital platform that was procured by Norfolk and aims to provide key digital workstreams together. One of the outcomes of OPTIK is to provide police mobile devices with access to police databases. The pilot was launched in July 2020, went in to its second phase in November and the third and final phase commenced during January 2021 which allowed all frontline officers to have access to operational systems through their mobile devices. There are many more capabilities that are being worked through and have the potential to be added in the future, this includes an electronic domestic incident report that saved officer time as they no longer had to return to a police station to fill out the form. The PCC queried the loss of information from the Home Office Police National Computer records and the DCC assured that the Constabulary was working through the impact of the lost records on the Constabulary and will update the PCC when they know more

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

- the Chief Constable stated that collaborative work continued between the Constabulary and Fire Service around Hethersett Old Hall School training academy and call handling. The PCC asked if collaborative work had been hindered due to the pandemic. The Chief Constable agreed that it had and added that this was inevitable. The Chief Constable mentioned that Constabulary and Fire Service colleagues worked separately in the Control Room at this moment in time, but a joint capability is possible

## 10. Emerging Operational / Organisational Risks

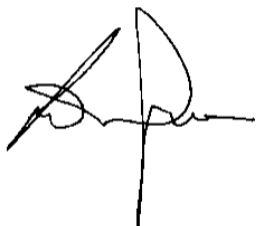
- the Chief Constable stated that Covid-19 is dominating everything and there was nothing additional he wanted to highlight to the PCC that had not already been covered

## 11. AOB

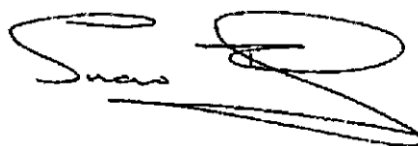
- the PCC stated that cyber-crime was a prevalent crime that affects many of us and asked if there was more the Constabulary needed to do to prevent it. The Chief Constable stated that a large amount of work had gone into fighting cyber-crime and fraud. There is a growing requirement to invest more in this area but he highlighted that this was against other competing demands. The PCC asked if the money scammed from fraudulent activity could be used to fund terrorist activity and undermine public confidence. The ACC stated that Norfolk was running Operation Radium using specialist cyber officers to raise awareness amongst the public to help prevent scamming and phishing activity. There was ongoing work with partner agencies which has led to an increase in failed attempts of scams due to increased awareness. Norfolk Constabulary is also working with other forces to investigate the origins of the scams in order to find the perpetrators
- the PCC asked if fraud had become a critical incident in Norfolk. The ACC advised that it was not declared a critical incident, but it was a force priority. The DCC added that the Eastern Region Specialist Operations Unit will receive an extra 100 officers and fraud reduction was on the top of the priority list. In addition, the number of officers in Norfolk able to deal with fraud cases will depend upon the results of the policing precept and an increased precept will allow for more resources to be dedicated in that area

## 12. Date of Next Meeting:

Tuesday 9<sup>th</sup> March 2021 at 10:30am via Microsoft Teams.



.....  
Lorne Green  
Police and Crime Commissioner



.....  
Simon Bailey  
Chief Constable



**NORFOLK**  
 CONSTABULARY  
*Our Priority is You*

**ORIGINATOR:** Assistant Chief Officer Peter Jasper

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** Police Accountability Forum – 9 March 2021

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

**SUMMARY:**

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

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

**RECOMMENDATIONS:**

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



**ORIGINATOR:** Assistant Chief Officer

**REASON FOR SUBMISSION:** For Discussion

**SUBMITTED TO:** Police Accountability Forum – March 2021

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

**SUMMARY:**

1. This report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for the current year, 2020/21.
2. The Commissioner approved the total revenue budget and capital programme for 2020/21 in February 2020 and this report forecasts income and expenditure to the end of the year (outturn) based on the position at the end of December 2020.
3. As outlined in previous reports this financial year, after the budget was approved, the UK was plunged into dealing with the Covid-19 (C19) pandemic. This has impacted on the way the OPCC and Constabulary have had to conduct their business, and has also had an impact on the financial picture of the Group.
4. The pandemic coupled with ongoing lockdown conditions is resulting in the UK having to cope with significant and prolonged economic uncertainty that the Government will need to respond to. This presents a risk in terms of future funding settlements to policing. The constabulary has looked to control spending accordingly, while maintaining service and meeting the requirements of policing the pandemic.
5. The Constabulary is forecasting a revenue underspend of £0.175m.

**RECOMMENDATIONS:**

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

**DETAIL OF THE SUBMISSION****1. OVERVIEW**

- 1.1 Based on the position as at 31<sup>st</sup> December 2020, the Constabulary Revenue Budget is forecast to underspend by £0.175m (0.09% of the total budget).
- 1.2 As a result of the Covid-19 (C19) pandemic, there has been an impact on the financial position. Regular reports are provided to Chief Officers and OPCC, as well as to the Home Office. The government is reimbursing spending on Personal Protective Equipment (PPE) and compensating for loss of income as a result of COVID-19. In addition, additional government funding has been provided to enhance policing of Covid-19 restrictions and further funding is expected before the year end.
- 1.3 In order to support all constabularies in terms of liquidity, the Home Office is continuing to allocate the Uplift grant in monthly instalments for the rest of the year.
- 1.4 The high-level summary at month 9 is as follows:

	<b>Budget 2020/21 £000</b>	<b>Full Year Forecast £000</b>	<b>Over(-)/Under spend</b>	
			<b>£000</b>	<b>%</b>
Chief Constable Operational Spending	190,034	189,859	175	0.09%
Transfer from Reserves	(3,683)	(3,683)	0	0.00%
<b>Chief Constable Operational Spending (net)</b>	<b>186,351</b>	<b>186,176</b>	<b>175</b>	<b>0.09%</b>

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

- 2.1 The Constabulary Revenue Budget is forecast to be under-spent by £0.175m at the year-end. The main variances are explained below and provided in the following table:

	<b>Budget 2020/21 £000</b>	<b>Full Year Forecast £000</b>	<b>Over (-) / Under Spend £000</b>
Pay Related Costs	150,662	150,525	137
Other Employee Costs	1,717	1,743	(27)
Property Related Costs	16,550	16,638	(88)
Transport	3,563	3,255	308
Supplies and Services	14,606	14,531	75
Third party payments	3,807	3,787	20
Capital Financing	9,644	10,081	(437)
Corporate	1,551	1,239	312
Income	(12,066)	(11,939)	(127)
<b>Total</b>	<b>190,034</b>	<b>189,859</b>	<b>175</b>

## 2.2 **Pay Related Costs**

2.3 The overall forecast underspend of £0.137m includes offsetting variances relating to officer and staff pay. An overspend of £0.500m is forecast within officer pay, relating to the planned uplift of officers in respect of meeting Norfolk's share of the increased national recruitment of 20,000 police officers announced by central government.

2.4 The workforce planning assumptions assume a net increase of 50 officers for this financial year, with strength at 1660 by year end, 35 FTE above the Uplift target. This level of recruitment is required to ensure the Uplift target is met in 2021/22. This is because there will be a three-month training gap in 2021/22 (and therefore no new officer intakes during this period) due to time needed to get ready for the introduction of the new Police Education Qualifications Framework (PEQF).

2.5 An underspend of £0.737m is forecast within staff pay as a result of existing vacancies together with anticipated delays in recruitment as a result of the C19 pandemic.

2.6 An overspend of £0.100m is forecast within police officer overtime, primarily relating to Safeguarding and Investigations, offset by underspends in CPC and Protective Services.

## 2.7 **Transport Related Costs**

The forecast underspend of £0.308m relates to lower than budgeted expenditure within fuel, motor insurance and travel expenses. This is in addition to the amount that was identified within the in-year review of savings as outlined in previous reports.

## 2.8 **Supplies and Services Costs**

The forecast under-spend of £0.070m includes lower expenditure in equipment, forensic costs, hotel accommodation and subsistence, offset by additional expenditure within insurance employer and public liability costs.

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

## 2.9 **Capital Financing**

The forecast over-spend of £0.437m relates to an additional contribution to Revenue Contribution to Capital Outlay (RCCO) (0.776m). This was made possible by the in-year review of savings and will help protect reserves by the equivalent amount. This is offset by lower interest paid than budgeted, as a consequence of delays in borrowing requirements for capital projects (£0.339m).



## **2.10 Corporate budgets**

The forecast underspend of £0.312m is as a result of the in-year savings exercise, as outlined in last month's report. This reflects an adjustment compared to the previous position of £0.400m, following the need to return budget to cover the costs incurred in relation to assessment centres. Charges for the virtual assessment centres put in place by the College of Policing were significantly higher than expected.

## **2.11 Income**

The forecast shortfall of £0.127m primarily relates to lower investment interest than budgeted. The forecast under-achievement of income relating to fees and charges (£0.225m) is offset by the compensation for loss of income provided by the Home Office.

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

## **3. Savings**

3.1 The total planned savings requirement for 2020/21 as set in the Medium Term Financial Plan approved in February 2020 is £1.332m with budgets having been reduced in line with the agreed savings profiles set out in the MTFP. As a result of in-year decisions, a shortfall of £0.054m is forecast against this target. However, departmental in-year savings of £0.454m have been taken to the centre providing a net benefit of £0.312m, reduced from £0.400m previously reported, as explained in paragraph 2.10.

3.2 As a result of C19 and the potential impact this may have on the economy and future uncertainty regarding police funding, an in-year review of additional non-pay savings was undertaken. The impact of this process has been reported in previous months, but in summary, £0.890m of these funds have been used to contribute to the revenue funding of the 2020/21 capital programme. This is a prudent course of action and will protect reserves that will be required over what is expected to be another period of austerity. In the last report it was outlined that further flexibility to increase the RCCO contribution will be monitored throughout the year, and para 2.9 outlines an additional £0.776m contribution that will further help protect reserves.

## **4. TRANSFER FROM RESERVES**

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

## 5. CAPITAL PROGRAMME

5.1 The current total approved Capital Programme is £24.116m including slippage from 2019/20 of £11.063m and the transfer of £1.732m and £0.810m to Table A in respect of the Norfolk Learning Centre and joint projects.

5.2 The current forecast expenditure at year-end is £13.425m. The underspend of £10.869m relates to the slippage of Estates and Joint Digital schemes.

	<b>Original Budget</b>	<b>Changes to be approved</b>	<b>Revised Budget</b>	<b>Forecast</b>	<b>Variance</b>
	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>
Slippage from 2019/20	11.063	0	11.063		
Table A – schemes approved for immediate start 1 April 2020	13.231	0	13.231		
<b>Total Capital Programme</b>	<b>24.294</b>	<b>0</b>	<b>24.294</b>	<b>13.425</b>	<b>10.869</b>
Table B – schemes requiring a business case or further report to PCC(s) for approval	1.954	0	1.954		
Table C – Longer term, provisional schemes requiring further reports	0	0	0		
<b>Total</b>	<b>26.248</b>	<b>0</b>	<b>26.248</b>		

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

**FULL SUMMARY OF INCOME AND EXPENDITURE**

	Budget 2020/21	Actual Year to Date	Forecast Outturn	(Over)/Under spend
	£000	£000	£000	£000
Pay and Employment Costs	150,662	111,428	150,525	137
Other Employee Costs	1,629	803	1,743	(115)
Property Related	16,550	11,535	16,638	(88)
Transport Related	3,563	2,401	3,255	308
Supplies and Services	14,606	10,693	14,531	75
Third Party Payments	3,807	1,653	3,787	20
Capital Financing	9,644	550	10,081	(437)
Contingencies	2,181	0	1,781	400
<b>TOTAL EXPENDITURE</b>	<b>202,642</b>	<b>139,065</b>	<b>202,340</b>	<b>302</b>
Grant, Trading and Reimb Income	(12,066)	(5,275)	(11,939)	(127)
<b>TOTAL INCOME</b>	<b>(12,066)</b>	<b>(5,275)</b>	<b>(11,939)</b>	<b>(127)</b>
<b>NET INCOME/EXPENDITURE</b>	<b>190,576</b>	<b>133,789</b>	<b>190,401</b>	<b>175</b>

**FINANCIAL IMPLICATIONS:**

As per the report.

**OTHER IMPLICATIONS AND RISKS:**

There are no other implications or risks.

**ORIGINATOR:** Head of Estates.

**REASON FOR SUBMISSION:** For Information.

**SUBMITTED TO:** Police Accountability Forum – March 2021.

**SUBJECT:** Estates Update.

**SUMMARY:**

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

**RECOMMENDATION:**

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

## KEY ISSUES FOR CONSIDERATION.

### 1. BACKGROUND:

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

### 1.2 COVID-19 IMPACT:

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

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

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

### 1.6 Estates Unit Services:

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

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

*Statutory Servicing* – Normal services have been maintained for the majority services, with 2 to 3 month delays on some site PAT and fire extinguisher testing due to COVID-19 site visit issues.

### 1.7 Facilities & PFI Services:

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

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

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

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

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

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

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

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

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

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

2.6 The land purchase was completed from Broadland Gate land Limited on 24<sup>th</sup> November 2020.

2.7 The project is currently out to open market tender. Any future award for the construction contract will be subject to ongoing gateway reviews as agreed with the PCC.

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

### **2.9 ACLE:**

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

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

### **2.12 SPROWSTON:**

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

2.14 As of 1<sup>st</sup> March 2018, the existing Sprowston Police Station has been designated as an '*asset of community value*' and a restriction has been placed against the registered property ownership title at the Land Registry. This will provide a future opportunity for the community to have the first right to purchase the site, but this will still be at market value.

- 2.15 Chaplin Farrant architects have completed plans for an outline planning application for residential use, in preparation for the future disposal and obtaining the best value in the event of a community sale, of the existing Sprowston Police Station site located on Wroxham Road.
- 2.16 WEST HUB – SWAFFHAM POLICE STATION:
- 2.17 The PCC previously approved the purchase of a new site at the Eco-Tec Business Park, Swaffham. The purchase of the new site behind Waitrose Supermarket was legally completed on 5<sup>th</sup> April 2019.
- 2.18 Chaplin Farrant architects of Norwich completed the design of the new Swaffham Police Station and west Norfolk investigation hub. Breckland District Council granted planning permission for the new police station on 13<sup>th</sup> February 2019.
- 2.19 Following public tender Pentaco Construction was appointed to build the new Swaffham Police Station. Pentaco Construction handed over the building on 23<sup>rd</sup> November 2020. During December 2020 various police units have moved into the building to bring the site into full operational use.
- 2.20 The existing Swaffham Police Station site on Westacre Road is planned to be sold and is now being advertised for sale on the open market via NPS Group.

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

#### **3.1 HOLT:**

- 3.1.1 The PCC previously approved a move to new premises at Holt Fire Station.
- 3.1.2 Norfolk County Council approved the proposals and North Norfolk District Council approved the proposed minor works to provide a new police station extension on the fire station building via the grant of planning permission on 14<sup>th</sup> September 2018. The new accommodation will cater for 4 police office report desks and 12 police lockers and equipment, so remains flexible for the future.
- 3.1.3 Following public tender, building contractor T.Gill & Son (Norwich) Limited were appointed to undertake the works to Holt Fire Station site from 29<sup>th</sup> April 2019. On 21<sup>st</sup> June 2019 T. Gill & Son (Norwich) Limited went into administration, closing the site and not returning to continue with the project. The remaining works were then retendered. BMA Construction Ltd were appointed on 6<sup>th</sup> January 2020. Their contract was terminated on 5<sup>th</sup> June 2020.
- 3.1.4 Fisher Bullen Builders of Fakenham (Part of RG Carter Group) were appointed on 2<sup>nd</sup> November 2020 and have now completed the project on 21<sup>st</sup> January 2021. The new Holt Police Station will be fully operational from April / May 2021, depending on current COVID-19 restrictions.



3.1.5 Outline planning permission has now been granted by North Norfolk District Council on 30<sup>th</sup> July 2019 for the demolition of the old police station buildings and the erection of 8 new dwellings. The existing police station site is now on the open market for sale via NPS Group.

### 3.2 REEPHAM:

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

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

3.2.3 Following public tender, building contractor T.Gill & Son (Norwich) Limited were appointed to undertake the works to Reepham Fire Station site from 29<sup>th</sup> April 2019. On 21<sup>st</sup> June 2019 T. Gill & Son (Norwich) Limited went into administration, closing the site and not returning to continue with the project. The remaining works were retendered, together with the Holt Police Station works as outlined above. BMA Construction Ltd had started on site on 6<sup>th</sup> January 2020 and have finished the works.

3.2.4 The Reepham Fire Station police accommodation is now operational and the old Reepham market place police station was handed back to the landlord on 31<sup>st</sup> January 2021.

### 3.3 ATTLEBOROUGH:

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

## 4.0 NORFOLK 2020 - SURPLUS SITES:

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

### 4.2 CAISTER ON SEA:

4.2.1 Great Yarmouth Borough Council had previously granted planning permission on 7<sup>th</sup> August 2019 for the future residential re-development of the site for five dwellings on the site of the former Caister-On-Sea Police Station located on the High Street.

- 4.2.2 The site was marketed for sale via our estate's consultancy contract with NPS Group and the site was sold to Messrs Needham on 13<sup>th</sup> January 2021 for £360K + VAT.
- 4.3 NORTH LYNN:
- 4.3.1 The site of the former North Lynn Police Station at Mayflower Avenue, King's Lynn is now being advertised for sale on the open market via NPS Group.
- 4.4 TUCKSWOOD – NORWICH:
- 4.4.1 Chaplin Farrant architects of Norwich previously undertook practical investigations of the former Tuckswood Police Station site and submitted a residential outline planning application to Norwich City Council.
- 4.4.2 Following further feedback from the planners, the application is for a change of use to residential for the former police house and police beat box and the addition of a further detached house.
- 4.4.3 The grant of planning permission for 3 dwellings on the site was granted by Norwich City Council on 26<sup>th</sup> September 2019.
- 4.4.4 The site is now being advertised for sale on the open market via NPS Group.
- 4.5 BOWTHORPE – NORWICH:
- 4.5.1 Norwich City Council had previously granted outline planning approval for the development of two dwellings on the site following a decision granted on 3<sup>rd</sup> April 2019.
- 4.5.2 The site was placed for sale on the open market via our estates consultancy contract with NPS Group. The sale of the site was completed on 31<sup>st</sup> July 2020 to Teddy Clarke Ltd, obtaining a capital receipt of £225K + VAT.
- 4.6 STALHAM – DEVELOPMENT LAND:
- 4.6.1 The former police station development site located on Yarmouth Road, Stalham is now being advertised for sale on the open market via NPS Group.
- 5.6 TRAINING ACCOMMODATION:**
- 5.6.1 We continue to undertake refurbishment work at the former Hethersett Old Hall School to provide new police training classrooms and other accommodation to support both the planned increase in Police Officer numbers under Operation Uplift and the changes to training under the proposed Policing Education Qualifications Framework (PEQF).
- 5.6.2 The first phase of four classrooms has opened. Tutor offices, meeting space and scenario rooms have opened in December 2020 and eight further classrooms, sports hall and driving school are planned to be fully open by mid-March 2021.

5.6.2 This will also provide the opportunity to better review the potential to share facilities with other Forces, Norfolk Fire & Rescue Service and other one public estate and third sector partners.

5.6.4 Future options and recommendations that are '*commercial in confidence*' will be reported to the PCC's Estates Board in the first instance.

**6.0 FINANCIAL IMPLICATIONS:**

6.1 As stated in the report.

**7.0 OTHER IMPLICATIONS AND RISKS:**

7.1 As stated in the report.

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

		COUNTY		
Area	Indicator	Last 12 months	Long term average	Difference
Good Stewardship of Taxpayers' Money	% Emergencies in target	89.8%	89.6%	+0.2 p.pt
	% of 999s answered within 10 seconds	91.1%	90.0%	+1.1p.pt
	Average time to answer 101* calls (county Only)	04:49	N/A	N/A
	% of public who agree police are doing a good job (Crime Survey for England and Wales - CSEW)**	63.3%	67.9%	-4.6 p.pt

\*This figure represents the average answer time for 101 calls that have **not** been re-routed through to a self-service option. Those that remain in the 101 queue are then triaged by switchboard into either emergency, priority, routine, or advice calls which continue on to a communications officer (if not dealt with by switchboard at the initial point of call). The rolling twelve-month figure is a new combined measure which replaces previous measures that were used to report on the separate call queues. This indicator will continue to be reviewed for accuracy and to ensure it is methodologically sound. A long-term average for 101 calls will not be available until we have accumulated four years' worth of data (three years to calculate the preceding average, in addition to a further twelve months to calculate the current twelve-month figure).

\*\* The Public Confidence data from CSEW is based on the financial year April 2019 to March 2020 (more recent data is yet to be released due to issues presented by Covid-19).

### Attending Emergencies

- The aim is for 90% of emergencies to be attended within the Constabulary's target. The target for urban areas is 15 minutes and for rural areas, 20 minutes (timings calculated from the point of the call being received to an officer being in attendance).
- In the last 12 months January 2020 to December 2020, 91.3% of emergencies in urban areas were attended within the target time and 88.4% of rural emergencies were attended within the target time.
- Despite a more recent reduction in 999 calls (since August this year), the proportion of emergency incidents that are attended within the target time is on par with the long-term average, indicating that the Constabulary are effectively managing the changes in demand. The number of CADs recorded

as Grade A (emergency response) over the 12 months up to the end of December 2020 has decreased by -0.7% against the long-term average (41,978 against 42,276), and is set against an increase of 7.1% in CADs recorded as Grade B (priority response) over the same period. These trends are likely to reflect the impact of Covid-19 on policing caused by a change in social activity both over the period of lockdown and the subsequent easing and reinstating of lockdown measures.

- Due to the continued recruitment of new officers there remains a temporary reduction in the percentage of officers that are response trained in front line roles. Work is continuing with the Constabulary Driver Training team to address this matter over time.
- Emergency response incidents are overseen by a trained dispatcher with additional management support where the incident requires it. All emergency attendance times are monitored live time and the dispatcher can always consider an alternative unit if a difficulty in resourcing a response in good time is encountered. For example, this could mean utilising a specialist unit such as a roads policing resource.

### Answering Emergency calls

- The national target is to answer 90% of 999 calls within 10 seconds.
- For reference 91.1% of 999 calls in the last twelve months were answered within 10 seconds.
- Norfolk Constabulary continues to perform strongly around the ability to answer 999 calls within 10 seconds. Despite a peak in 999 calls in August 2020, the number of emergency calls has since decreased to lower levels than the Force has experienced across the past three financial years. Again, this trend is likely to reflect easing and reinstating of lockdown measures. Figure 1/table2 shows the number of 999 calls being answered in Norfolk in 2020/21 so far compared to previous years.

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

	15/16	16/17	17/18	18/19	19/20	20/21
Apr	6485	6731	7602	8324	8968	7169
May	7213	7470	8480	8701	9536	8601
Jun	7125	7891	9133	9518	10204	9189
Jul	8483	9174	9337	11082	11344	10667
Aug	9118	8478	9088	10385	11194	11842
Sep	7408	7914	8181	9324	9725	9590
Oct	7791	7761	8531	9074	10046	9144
Nov	7730	6438	7700	8610	9603	7617
Dec	7743	7634	8244	9091	10203	8483
Jan	6844	6653	7642	8247	8987	
Feb	6087	6766	6668	8301	9079	
Mar	6793	7205	8017	9042	8362	

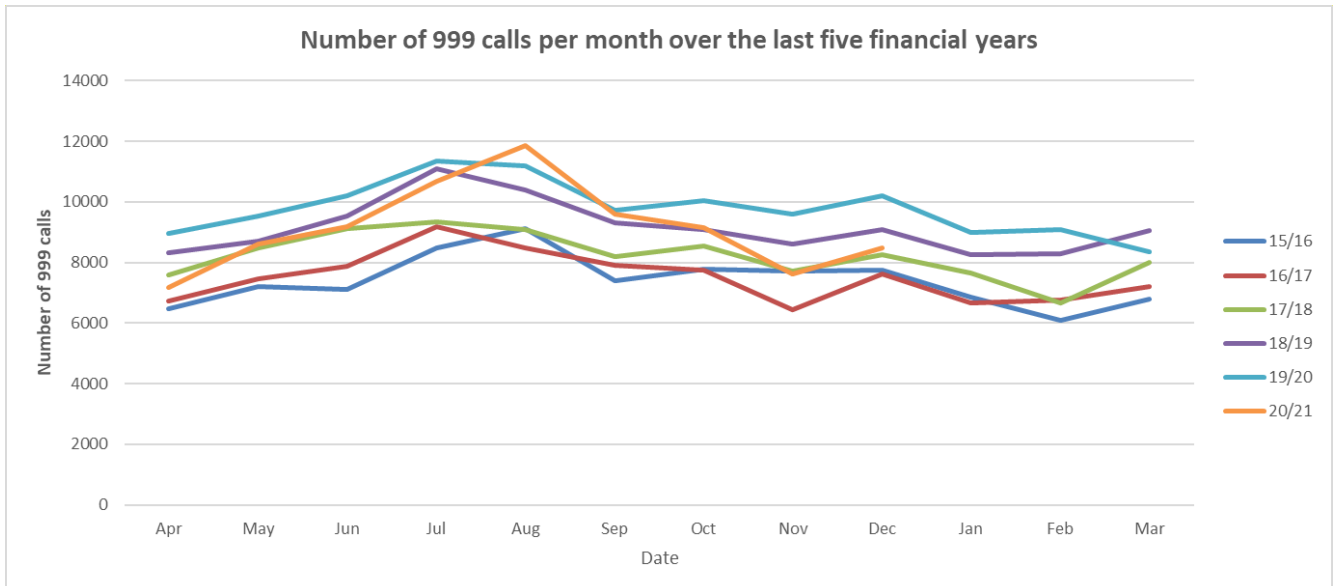


Figure 1: Number of 999 calls received in Norfolk by financial year 2015/16 – 2020/21

### Answering 101 calls

- In June 2018 Norfolk Constabulary introduced a new telephony system. An automated attendant helps callers by quickly redirecting their call to specialist units, such as custody or traffic justice. Those remaining are then put through to the control room switchboard team who will speak with the caller and risk assess the reason for the call. Once risk assessed, each call is added to a specific queue.
- Those call queues with the highest risk are prioritised to be answered first and include reports concerning public safety, domestic incidents and mental health. During busy periods, these high priority queues also have an automated system where calls can be upgraded to a new queue after a set time period.
- An agreed set of measures for reporting on 101 call handling is now in use following a period of consultation between key departments in order to ensure consistent and accurate reporting. It will take some time for a long-term average to be available and so we are currently only able to report on a rolling 12-month basis.
- To alleviate waiting time, Norfolk Constabulary has updated its website to facilitate better on-line reporting. This allows members of the public to provide information to the police on a variety of topics and report certain crime types directly without having to phone 101. The switchboard team will also highlight this opportunity to callers where they think it is appropriate and staff report there has been a level of take up for this option. Further developments are planned for the website in due course.

- Work continues around the Constabulary's Digital Public Contact Strategy. Following a review of the 8-week trial of 'Chatbot' (artificial intelligence answering public questions) and 'Live Chat' (Communications Officer dealing with public enquiries) in the summer of 2020, a second, 12-month trial for 'Live Chat' commenced in Feb 2021; further analysis of the benefits of 'Chatbot' required to determine if this will move to a second trial phase.

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

- The indicator for the percentage of the public who agree the police are doing a good job is a question asked as part of the Crime Survey of England & Wales. The survey data is taken quarterly with the most recent figure published being for the year ending March 2020. The Constabulary's score of 63.3% ranks Norfolk joint 7<sup>th</sup> nationally and third highest out of the most similar forces. Norfolk has been ranked in the top ten forces in the country for this indicator since December 2016. Gathering more recent data has been curtailed by the ongoing Coronavirus pandemic.
- In an effort to develop a more detailed understanding of the views of the local community on policing matters, a community perceptions survey is now in its second year and is beginning to generate rich insight into the perceptions of the public on a number of key policing and personal safety matters. The data is available at county and district level, identifying local trends that indicate either areas to improve or where best practice could be shared.
- The survey explores in detail the public's feelings and perceptions on a range of contributing factors, including:
  - Feelings of safety
  - Police visibility and presence
  - Perceptions of crime and ASB
  - Police engagement with local communities
  - Experiences of victims of crime
  - Dynamic issues that are particularly relevant at any one time (for instance, the introduction of body worn videos).
- The results are produced quarterly and although the dataset is still growing to become statistically robust over a longer period of time, the results are absorbed routinely through command team meetings. In future, they will feature in district level performance and tactical policing narratives and will be particularly relevant to supporting and assessing the delivery of the neighbourhood policing strategy.



Headlines from the last satisfaction quarterly report (2020/21 Q2):

- 88% of respondents think police are doing a good or excellent job.
- 84% of respondents indicated they had confidence in the police in their local area.
- 85% of respondents indicated they were confident they would get a good service if they reported a crime or incident.
- 94% of respondents felt the police would treat them with fairly and with respect.
- 98% of respondents felt safe in the local hours during daylight hours. This drops to 73% after dark.
- 68% of respondents felt police understood the issues affecting their community.



**NORFOLK**  
CONSTABULARY  
*Our Priority is You*

**ORIGINATOR:** DCC Sanford

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** Police Accountability Forum – March 2021

**SUBJECT: Police and Crime Plan – Priority 1 – Increase Visible Policing**

**SUMMARY:**

The report sets out a summary of;

- The annual planning process regarding the precept identifying the issues likely to be faced in the next 12 months from the Constabulary perspective.
- The increases in visible policing and the enhancement of the resilience of the policing model realised through the precept increase.
- The further planned impact to visible policing targeted through the governments UPLIFT programme.

**RECOMMENDATIONS:**

It is recommended that the PCC note the report.

## 1. Introduction

- 1.1 The Police and Crime Plan 2016-2021 sets out the strategic objectives for policing that will be overseen by the Police and Crime Commissioner across the period.
- 1.2 Each year the Police and Crime Commissioner and the Chief Constable will agree the organisational goals for the next 12 months and beyond. This work includes both what is required operationally as well as the back-office infrastructure that will support the work.
- 1.3 The workplan to date has seen Her Majesty's Inspectorate of Constabulary & Fire and Rescue Services (HMICFRS) grade the Constabulary as outstanding for its efficiency.
- 1.4 Whilst working to develop that efficient and effective service significant steps have been made in cutting the numbers of crimes that the communities traditionally have concerns about, such as burglary, robbery, theft and vehicle crime.
- 1.5 At the same time supported by the Police and Crime Commissioner the Constabulary has increased the numbers of police officers on the beat, and ensured they have access to the modern tools that help them work more effectively such as body worn video, drones and mobile devices that can access police systems on the go.
- 1.6 Norfolk continues to develop as a county, with an increase in population growth, increasing demand from the public on police services and increased inflationary pressures the challenge continues around maintaining the appropriate level of the policing response.
- 1.7 For the financial year 2021-22 the Constabulary asked the Commissioner to consider a precept increase to protect the service level currently being delivered alongside tackling a number of new challenges.
- 1.8 On February 2nd 2021, the Police and Crime Commissioner put before the Police and Crime panel his intention to raise the Policing element of the Council Tax by 29 pence a week for a Band D household. The Police and Crime Panel supported the proposed increase at the meeting.
- 1.9 Whilst the majority of this precept rise was required to protect jobs and maintain those current service levels, it also supported additional work to be delivered in the next financial year (April 2021 through to March 2022). A number of these workstreams support greater police visibility as well as adding additional resilience to services already being provided.
- 1.10 This report provides a brief outline of the plans focused on increasing visibility in 2021/22 as well as an update on the work being done to maximise the potential around the governments UPLIFT plans to increase nationally the number of police officers in every force.

## **2. The Impact of the Increase of Precept on Police Visibility**

2.1 Alongside ensuring the continuity of the current service to the public, the precept rise allows for;

- Additional recruitment of at least 24 more police officers, beyond the national UPLIFT target of 66 additional police officers.
- Additional investment in the Contact and Control Room to support ensuring the Constabulary's response keeps pace with the predicted rise in demand in 999 calls and 101 calls after the easing of lock down measures associated with the pandemic.
- The Constabulary to introduce a pilot of "live chat" to provide an alternative convenient means for the public to contact the constabulary for low risk queries.
- Additional investment in neighbourhood problem solving skills to try to address long standing neighbourhood issues, as well as enhance the skills and advice available to Beat Managers across the county.
- The rollout of Community Engagement Police Staff rolls, one per district, to use the various social media and media platforms for improvement online visibility and engagement with the Constabulary. This will allow the police officer posts currently assigned to this role to be redeployed into front line neighbourhood policing.
- A new dedicated County team of highly trained specialist police officers will be made available to patrol hotspots of crime or neighbourhood issues, or provide maximum engagement opportunity at events across the county. This follows a successful small-scale pilot in Norwich, focused in the Chapelfield shopping centre.
- An additional seven police digital investigators will be employed taking the total number of posts to 22. This specialist police staff role, provides the digital expertise to support detective constables in exploring the complex enquiry lines embedded within the modern digital world. By having the specialist role, the detective constables are freed up to investigate the crimes, pursuing the lines of enquiry throughout the county that the Police Digital Investigators uncover. To date these new police staff have assisted in cases of rape, murder, child abuse and fraud.

## **3. Norfolk's Share of the National UPLIFT Programme and its impact on visible policing.**

3.1 The Constabulary continues apace to implement its contribution to the National UPLIFT programme; the recruitment of 20,000 additional police officers.

3.2 The Norfolk share, though not finalised, is in the region of an excess of 200 additional police officers over the 3-year period.

3.3 To date, Norfolk Constabulary has successfully met the year one target set by the Home Office of recruiting an additional 67 police officers. The upcoming financial year (2021/22) will see the recruitment of an additional 66 UPLIFT police officers and the final year of the programme is currently projected to see a target of a further 90 additional police officers.

3.4 Of the 67 roles recruited in the first year, the Constabulary has carefully considered the allocation of these additional officers. The strategy has been to focus on the quality and standards of the service as well as to assist in the achievement of the government's desired outcomes.

- 3.5 Previous reports presented to the Police and Crime Commissioner at this meeting have highlighted the UPLIFT programme in detail alongside progress updates on recruitment and training. This report aims to set out some of the operational outcomes those additional numbers will help achieve.
- 3.6 Highlights to date include the creation of a brand-new team of detectives focused on Serious and Organised Crime including our focus on County Lines drug dealing. In addition, the Constabulary has acquired national funding to further bolster this team following their successes to date, with the work done in partnership particularly with the Metropolitan Police Service receiving widespread recognition.
- 3.7 The Constabulary has also been able to bolster the number of detective roles in safeguarding and investigations, particularly in the area of safeguarding children online and tackling sexual exploitation.
- 3.8 Further investment has been made in supervision in order to maintain the quality of the service being provided to the public with the addition of 21 sergeant posts across operational policing.
- 3.9 The Constabulary's award winning proactive visible Moonshot teams, responsible for thousands of arrests and over a million of pounds of recovered property, will expand further to increase their capacity.
- 3.10 Operation Solve, initially established as a trial of desk-based investigations in appropriate circumstances will be made a permanent feature. The team offer the public a faster more efficient way to speak with a police officer about their crime at a time convenient to them as well as submit digital evidence where it would support the case. This improves on the more traditional methodology where a caller could perhaps wait around on a 101 call before speaking with the Control Room and then wait for an officer to attend their address on a routine enquiry. The additional benefit for the Constabulary is that the team provides a role for limited and adjusted duties officers to move into, thus releasing posts back into the frontline to maximise visibility. As a mark of its progress, Operation Solve is currently recording one fifth of all crime in Norfolk. As a further enhancement of the process the Constabulary is introducing a victim feedback mechanism to ensure that all opportunities are taken to continue to develop the service.
- 3.11 In order to support ensuring the best training for new police officers the Constabulary is undertaking a pilot to introduce a dedicated tutor team for new officers joining the front line. The team will go live in April 2021. The intention is to ensure dedicated experienced coaching is available for student officers during the critical outset of their long career in what is an increasingly complex world of policing.

#### **4. Conclusion**

- 4.1 As can be seen, the Constabulary is making strident efforts to maximise visibility through both its own local planning around its business model supported by precept as well as looking to ensure the governments additional officers provide a more visible or more resilient service to the public of Norfolk when they require police support.

4.2 The plans outlined in this document will further support the work of the 49 Safer Neighbourhoods resourced with dedicated Beat Manager Police Officers and now led by Safer Neighbourhood Sergeants.

4.3 Ultimately, Norfolk is the fifth largest county in the country and as such presents a challenge to generate a highly visible policing service. Nevertheless, with the monies available, the Constabulary continues to maximise the tax payer's pound to deliver the most police officers and staff it can, delivering a reassuring policing presence to all our communities.

**END.**

**FINANCIAL IMPLICATIONS:**

UPLIFT costs are considered as part of the Priority 7 briefing report.

**OTHER IMPLICATIONS AND RISKS:**

N/A

		<b>COUNTY</b>			
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>	
<b>Increase Visible Policing</b>	Actual Strength: Police Officers	1,637	1,473	11.1%	
	Actual Strength: Police Staff	1,219	1,091	11.7%	
	Actual Strength: Special Constabulary	178	190	-6.3%	
	Actual Strength: Police Volunteers	108	125	-13.6%	
	Funded Strength: Police Officers	1,611	1,462	10.2%	
	Funded Strength: Police Staff	1,257	1,067	17.8%	
	% of Police Officer Funded Strength available for front line duties*	88.0%	86.3%	1.7% p.pt	
	% of people who agree that they have confidence in police (CSEW)	77.1%	81.1%	-4.0 p.pt	
	**% of people who agree that police deal with community priorities (CSEW)	54.9%	62.7%	-7.8 p.pt	

Special Constabulary recruitment opportunity has been affected through the COVID 19 pandemic. There are 118 applications in waiting to be processed and a training plan will be rolled out for 2021.

Similarly, the pandemic has also had an effect on the number of volunteers. The programme of recruitment will recommence once restrictions are lifted.



**NORFOLK**  
CONSTABULARY  
*Our Priority is You*

**ORIGINATOR:** ACC Davison

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** Police Accountability Forum – March 2021

**SUBJECT:** Priority 4 – Reduce Offending – Overview of the “Domestic Abuse Perpetrator Partnership Approach” programme

**SUMMARY:**

The report sets out for the Police and Crime Commissioner;

- The opportunity to introduce a perpetrator focused approach alongside supporting victims and ensuring effective investigations
- What the Norfolk Domestic Abuse Perpetrator Scheme will focus on and how it will operate
- How the project will be managed and evaluated

**RECOMMENDATIONS:**

It is recommended that the PCC note the report.



## DETAIL OF THE SUBMISSION

### 1. Background and Context

- 1.1 Domestic abuse in Norfolk accounts for approximately 1 in 4 victim-based crimes recorded by Norfolk Constabulary. Training for all staff involved in the investigation and safeguarding of these crimes is a priority and is continually reviewed and updated accounting for legislative change. This reflects the overarching principle that every domestic abuse victim must be safer after police contact.
- 1.2 Close partnership working between all the agencies present in the Multi Agency Safeguarding Hub (MASH) ensures that there is a multi-disciplinary integrated approach in improving the safety and service delivery to victims and children affected by domestic abuse. High risk victims are also referred through to the Multi Agency Risk Assessment Conference (MARAC) process where agencies share information and link the victims needs to the provision of appropriate services.
- 1.3 The Office of the Police and Crime Commissioner for Norfolk (OPCCN) is one of the key partners within the multi-agency approach with its focus on commissioning services. It is their research work on reviewing domestic abuse perpetrator provisions in conjunction with the Domestic Abuse and Sexual Violence Delivery Group (DASVG) that identified an opportunity to develop an enhanced response targeting perpetrators for Norfolk. It was recognised that whilst professional investigation by police supported by effective victim support services went some way to ensure victims were kept safe and offenders were brought to justice, there was an opportunity to do more around addressing perpetrator behaviour in order to change behaviours and the root causes of offending.
- 1.4 In addition, there is a national drive to address and implement early intervention pathways and provisions for perpetrators of domestic abuse which demonstrate a positive reduction in abusive and violent behaviour.
- 1.5 To offer some context, Domestic Abuse Charity "Safelives" (2017) report that fewer than 1% of a domestic abuse perpetrators nationally receive any specialist intervention to change their abusive behaviours.
- 1.6 The OPCCN research led to the recommendation that that a Domestic Abuse Perpetrator Partnership Approach (DAPPA) should be established for Norfolk modelled on the work already done and evaluated in Northumbria.
- 1.7 Previously a bid was submitted for Home Office Innovation funding in order to resource a trial for Norfolk. Sadly, at the time the bid was not successful. With the importance placed on ensuring a holistic approach to managing the response to domestic abuse the matter was revisited during discussions with the Police and Crime Commissioner for Norfolk during the precept planning for 2021/22. With the Police and Crime Panel supporting the precept increase at the meeting on 2 February 2021 the Constabulary now intends to outline the aims and objectives for the Norfolk DAPPA programme to be implemented this year.

## **2. The Norfolk Domestic Abuse Perpetrator Partnership Approach (DAPPA)**

2.1 The aims and objectives of DAPPA will be:

- reduced reoffending and increased behaviour change through improved support service accessibility
- improvement of victim safety and that of family, criminal justice outcomes and partnership working
- Provide access to intensive, targeted perpetrator intervention programmes which are not reliant on criminal justice outcomes.

2.2 As already stated, the work will complement the efforts already taking place around effective investigation and victim support.

2.3 DAPPA provision will work in parallel with other existing multi-agency interventions that support the victims within domestic abuse cases. It will also complement other multi-agency interventions that target high risk offenders and potentially dangerous persons. DAPPA will however be unique in that it focuses specifically on domestic abuse perpetrators seeking to change behaviours and deal with the root cause of offending.

2.4 A dedicated DAPPA team will be established and based within the Multi-Agency Safeguarding Hub (MASH) under the management of the Norfolk Police Safeguarding and Investigations Command. This will ensure the critical exchange of information and intelligence between agencies, including the safeguarding of victims is effectively managed within any perpetrator risk management plan. Whilst final details are being developed the aim is to ensure the team includes a dedicated supervisor, an analyst and case managers.

2.5 In order to achieve the aims and objectives the project will focus on three key areas, the development of a partnership approach, the formation of a multiagency delivery group and the provision of targeted intervention programmes.

2.6 Firstly, in ensuring a holistic service the work will seek to engage with all interested parties, including service users, statutory and non-statutory partner organisations so that their views can be incorporated within an agreed multiagency plan focused on addressing perpetrators offending behaviour. An action plan will be developed bringing all these workstreams together in due course.

2.7 In order to oversee a prioritisation approach to the plan a multiagency operational delivery group will be established that meets monthly. Their focus will be;

- Identifying and prioritising the response to the top 10 domestic abuse perpetrators who present the most serious and repeated risk to harm to victims.
- To manage perpetrator intervention plans and associated actions. These plans will focus on addressing behaviour including substance misuse, mental health support, housing, education, employment, behavioural change programmes.
- Considering a range of law enforcement options in order to disrupt perpetrator behaviour.

- Share learning and best practice with partner organisations, as well as national and regional groups such as the College of Policing, other police forces, specialist support services and partner agencies.

2.8 The OPCNN with their knowledge and experience of managing commissioned services will support the approach. They will oversee the dedicated budget required to either refer perpetrators to behaviour awareness and change intervention programmes or to purchase and deliver appropriate accredited domestic violence intervention programmes and motivational models for perpetrators of domestic abuse. Each service sought will be tailored to their risk of harm.

2.9 In order to ensure effective oversight and governance arrangements for the DAPPA programme a strategic steering group will be established chaired by a police lead and involving a wide range of partners. Progress and outcomes will be reported back into a number of multi-agency meetings where work around domestic abuse is reviewed and includes;

- Domestic Abuse and Sexual Violence Group
- Community Safety Partnership
- Norfolk's Reducing Offenders Board
- Norfolk and Suffolk Criminal Justice Board

### **3. Evaluation and the way forward**

3.1 Formal evaluation of the programme is built into the reporting cycle, will take place every three months and will include contributions from the Domestic Abuse Research Network (DARNet) at Suffolk University.

3.2 This project is funded for two years as a consequence of the Police and Crime Commissioners precept rise. Thereafter, the project is not included within the Medium-Term Financial Plan and is too large to absorb by the redirection of other budgets. If successful, a further source of funding would be required to extend the workstream.

3.3 The plan is set to commence at the start of the new financial year. Prior to this the preparation and recruitment to the DAPPA team will commence.

3.4 The Constabulary will ensure that periodic updates on progress and performance are reported back to the Police and Crime Commissioner.

**FINANCIAL IMPLICATIONS:**

The financial implications are set out in the Precept work.

**OTHER IMPLICATIONS AND RISKS:**

N/A

Area	Indicator	COUNTY		
		Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	1,614	1,556	3.7%
	*Number of Personal Property Crimes	10,234*	12,289	-16.7%
	Number of Hate Crimes	1,344	1,160	15.9%
	Serious Sexual Offence Crimes (SSO)	2,065	2,089	-1.2%
	Number of Domestic Abuse Crimes (DA)	13,513	10,286	31.4%
	Number of Online Crimes	2,704	1,562	73.1%
	Number of Robbery Crimes	329	451	-27.1%
	Number of Violence with Injury Crimes	6,931	7,024	-1.3%
	Number of Rural Crimes	548	453	21.1%
	Number of first-time entrants to the criminal justice system per 100,000**	184	297	-38.0%

\*Personal property crimes include the following crime types:

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

\*\*Long term average is generated from 3 years of YOT data with a timeframe of Jan 16 – Dec 18. Last 12 months of data is Jan 19 to Dec 19. Issues with data collection/extraction due to Covid-19 mean that this is the most up-to-date data that can be accessed.

		KING'S LYNN & WEST NORFOLK		
5Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	232	248	-6.5%
	Number of Personal Property Crimes	1,616	1,902	-15.0%
	Number of Hate Crimes	160	139	15.3%
	Serious Sexual Offence Crimes (SSO)	296	296	0.0%
	Number of Domestic Abuse Crimes (DA)	2,108	1,552	35.8%
	Number of Online Crimes	374	246	51.8%
	Number of Robbery Crimes	41	52	-20.7%
	Number of Violence with Injury Crimes	1,091	1,062	2.8%
	Number of Rural Crimes	144	116	24.0%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

		BRECKLAND		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	207	230	-10.1%
	Number of Personal Property Crimes	1,294	1,672	-22.6%
	Number of Hate Crimes	134	125	7.5%
	Serious Sexual Offence Crimes (SSO)	277	278	-0.4%
	Number of Domestic Abuse Crimes (DA)	1,862	1,321	41.0%
	Number of Online Crimes	340	215	58.4%
	Number of Robbery Crimes	32	31	4.5%
	Number of Violence with Injury Crimes	988	921	7.2%
	Number of Rural Crimes	102	103	-1.1%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

NOT PROTECTIVELY MARKED

		<b>NORTH NORFOLK</b>		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	134	166	-19.2%
	Number of Personal Property Crimes	759	851	-10.8%
	Number of Hate Crimes	76	56	35.7%
	Serious Sexual Offence Crimes (SSO)	169	190	-10.9%
	Number of Domestic Abuse Crimes (DA)	1,043	785	32.8%
	Number of Online Crimes	223	130	70.9%
	Number of Robbery Crimes	5	11	-56.2%
	Number of Violence with Injury Crimes	538	487	10.5%
	Number of Rural Crimes	89	66	35.1%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

		<b>SOUTH NORFOLK</b>		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	216	171	26.5%
	Number of Personal Property Crimes	1,087	1,307	-16.8%
	Number of Hate Crimes	112	94	19.2%
	Serious Sexual Offence Crimes (SSO)	233	243	-4.2%
	Number of Domestic Abuse Crimes (DA)	1,462	1,044	40.1%
	Number of Online Crimes	345	171	101.9%
	Number of Robbery Crimes	27	23	19.9%
	Number of Violence with Injury Crimes	673	621	8.4%
	Number of Rural Crimes	115	77	49.1%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

NOT PROTECTIVELY MARKED

		<b>BROADLAND</b>		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	193	151	28.0%
	Number of Personal Property Crimes	1005	1160	-13.4%
	Number of Hate Crimes	133	101	31.8%
	Serious Sexual Offence Crimes (SSO)	209	192	8.6%
	Number of Domestic Abuse Crimes (DA)	1,362	1,024	33.0%
	Number of Online Crimes	286	153	87.4%
	Number of Robbery Crimes	12	16	-23.5%
	Number of Violence with Injury Crimes	720	619	16.3%
	Number of Rural Crimes	68	65	4.5%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

		<b>NORWICH</b>		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	330	306	7.8%
	Number of Personal Property Crimes	2770	3361	-17.6%
	Number of Hate Crimes	484	458	5.6%
	Serious Sexual Offence Crimes (SSO)	555	542	2.4%
	Number of Domestic Abuse Crimes (DA)	3,193	2,583	23.6%
	Number of Online Crimes	545	313	74.1%
	Number of Robbery Crimes	152	233	-34.9%
	Number of Violence with Injury Crimes	1,760	2,038	-13.7%
	Number of Rural Crimes	3	2	22.7%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

NOT PROTECTIVELY MARKED



		GREAT YARMOUTH		
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	250	244	2.6%
	Number of Personal Property Crimes	1618	1934	-16.3%
	Number of Hate Crimes	229	178	28.9%
	Serious Sexual Offence Crimes (SSO)	274	296	-7.6%
	Number of Domestic Abuse Crimes (DA)	2,315	1,880	23.1%
	Number of Online Crimes	531	307	73.0%
	Number of Robbery Crimes	59	83	-28.8%
	Number of Violence with Injury Crimes	1,116	1,225	-8.9%
	Number of Rural Crimes	19	16	18.5%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

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

With regards to Child Sexual Abuse, on the whole the county is still experiencing an upward trend, in part due to increased reporting of both recent and non-recent offence as well as greater levels of peer-on-peer offending taking place online. Despite this, there is a significant level of differentiation between the districts, with King's Lynn, Breckland and North Norfolk all experiencing decreases against the long-term average. The remaining districts have all recorded an increase against the long-term average for Child Sexual Abuse offences, with South Norfolk and Broadland recording significant increases in particular although care should be taken in over-interpreting relatively small numeric changes year on year.

This upward trend is replicated in other areas such as hate crime and crimes of domestic abuse. This changing face of crime has been well documented within the Norfolk 2020 work and the Constabulary has allocated greater resources to maintain service levels in these expanding areas. The development of the new investigation model, as evidenced

by the recent opening of a new Investigations Hub at Swaffham will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.

Personal property crimes include the following crime types:

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

The whole county has experienced a significant decrease in the number of Personal Property crimes that are being recorded, with an overall decrease of 16.7% compared to the long-term average. It is worth noting Norfolk's decrease is in line with a national decrease in Personal Property crimes, believed to be due to the changes in the behaviour of both victims and offenders since the Coronavirus Pandemic began. Potential victims are now spending significantly more time in their homes and travelling less, resulting in reduced opportunities for Personal Property crime to take place. While it is likely that changes in restrictions will increase the opportunities for such crimes it is hard to predict what impact this will have on overall numbers.

The number of recorded domestic abuse crimes has gone up by 31.4% in the last 12 months against the long-term average. Some of this increase is a consequence of changes in recording practice as reported previously but a proportion is a combination of a continued improvement in willingness to report and genuine increase in prevalence. When the crime and incident numbers are combined, the overall demand for domestic abuse is increasing. However, as previously mentioned, this is not totally negative – the increased willingness of victims to report domestic abuse crimes is entirely positive aspect of the increasing trend. This is in line with national domestic abuse trends and the causal factors are similarly believed to be national. It is also feasible that the restrictions that have been place across the last twelve months have led to domestic victims and offenders being in close contact for longer periods of time, resulting in increased opportunities for these offences to take place.

Serious Sexual Offences include crimes of rape and other serious sexual offences, such as sexual assault. Norfolk has experienced a percentage change of -1.2% in these crime types, again following similar trends nationally, but this rise is likely to reflect better recording practices and greater willingness to report offences over the long term as well as, potentially, greater prevalence overall. These figures include offences involving child-on-child offending, reporting of non-recent events and third-party reports. According to the Crime Survey of England and Wales, the number of police recorded crimes has not yet caught up with the survey results and it is likely that the increase seen will continue to rise. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime. In the last 12 months this has included the creation of additional supervisory posts to ensure that investigations into this form of criminality are carried out to the highest possible standard with an early focus on the issues which we know will be critical once cases come to court.

Norfolk Constabulary has a high performing Public Protection Unit (PPU), whose role is to manage all of the Registered Sex Offenders (RSOs) who reside in Norfolk. The work of the PPU is designed to manage the risk that RSOs present to the public and to prevent

NOT PROTECTIVELY MARKED

further offending. Despite the obvious challenges of Covid the work of this team has continued throughout the lockdown periods as the constabulary recognise the importance of critical risk management even in the face of a health emergency.

Robbery has decreased by -27.1% from the long-term average. It is the case that overall numbers of offences are relatively small and we should be wary of over-interpretation, especially outside of Norwich. It is nevertheless true to say that a focus on street-based offending linked to County Lines enforcement may be a factor in the marginal reduction seen in the city. It is also likely that Covid-19 has had a similar effect on robberies as well as Personal Property crimes.

Better recording standards are believed to have influenced the 2.1% increase in offences of violence with injury compared to the long-term average. The majority of offences in this crime category are lower level assaults (the most common is Actual Bodily Harm) and this trend has been seen nationally.

Rural crimes figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crimes through its safer neighbourhood teams, and through targeted resources such as Op Randall and Op Moonshot.

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

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

First time entrants (FTE) into the Criminal Justice System is a measure that is expressed per 100,000 population of Norfolk's 10-17-year olds. The number of 10-17-year olds entering the criminal justice system continues to fall. This has reduced to 184 per 100,000 for the last 12 months from a three-year average of 297. There could be a number of reasons for this reduction. The use of safer schools' officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. In addition to this, there are a number of diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process, including Community Resolution. There is also a greater understanding that a number of children committing crimes have wider vulnerability issues which may be causing the criminality. For these situations, a multi-agency approach through contextual safeguarding at home, school and in the community is more suitable than the criminal justice route.

NOT PROTECTIVELY MARKED

However, from a comparative perspective, the latest Norfolk figure of 184 per 100,000 is higher than the Eastern Region (166) although slightly below the average for all England and Wales (211). There remains further work to do to reduce the FTE figure further. The influence of social media and access to the internet can lead to complex situations where children can be victims as well as offenders. This includes the sending of indecent images via text messages or apps. Norfolk Constabulary regularly provides guidance to protect and safeguard children, and to prevent an escalation in risk and harm'.

The introduction of the 'C4C' Challenge for Change triage system in June 2015 by the Youth Offending Team (YOT) working with the Constabulary targeted the diversion of first-time entrants and has been a key point in securing a reduction in FTEs. C4C triage means that when a young person is arrested by the police their case is reviewed and if assessed by YOT as suitable for an intervention to prevent them entering the criminal justice system they are engaged on the C4C scheme. It is a prevention strand from the YOT which delivers short interventions to divert young people from cautions or court appearances and is an enhanced benefit provided by the Norfolk YOT throughout the county and follows good practice examples promoted by the Youth Justice Board. The intention is to prevent a young person from becoming a first-time offender and potentially reoffending. Prevention programmes are offered to families experiencing difficulties with their children where the YOT can offer support.

A supplementary pilot scheme has also been introduced in the Norwich District with the establishment of a diversion panel involving a YOT manager and a police officer reviewing relevant cases, for example where a youth caution is being considered, to assess whether a diversion option is likely to be more effective or whether a youth caution / conditional caution or court appearance are necessary and appropriate. The emphasis of the diversionary approach is to ensure that young people are not unnecessarily criminalised and to prevent future offending. The YOT, working with the police, are currently reviewing the experience from the pilot scheme with a view to a county wide approach to out of court disposals to further reduce FTE numbers.