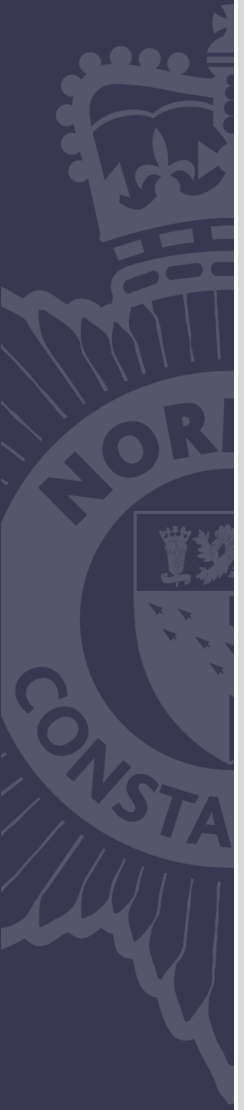


PCC Candidates Presentation



Contents

- Introductions and Content
- Force Structure and Delivery Model
- How we are doing
- Challenges
- Our Response
- Closing Comments



Home Office funded
Royalty Protection



CC Simon Bailey



DCC Paul Sanford



ACC Nick Davison



ACC Julie Wwendth



ACC Simon Megicks



ACO Peter Jasper



x1,727
officers



x1,371
staff



x181
specials

Joint officers: 327
Joint staff: 822



ACC Nick Davison



Ch/Supt Dave Buckley
Local Policing



Det Ch/Supt Chris Balmer
Safeguarding & Investigations



Norwich



North Norfolk & Great Yarmouth



King's Lynn & Breckland



South Norfolk & Broadland



Child Abuse Investigation Unit



Local Serious & Organised Crime



Criminal Investigation Department



Multi Agency Child Exploitation
& Rape And Serious Sexual Offences



Safeguarding Children OnLine Team



Public Protection Unit



Multi-Agency Public Protection Agency



Multi-Agency Safeguarding Hub



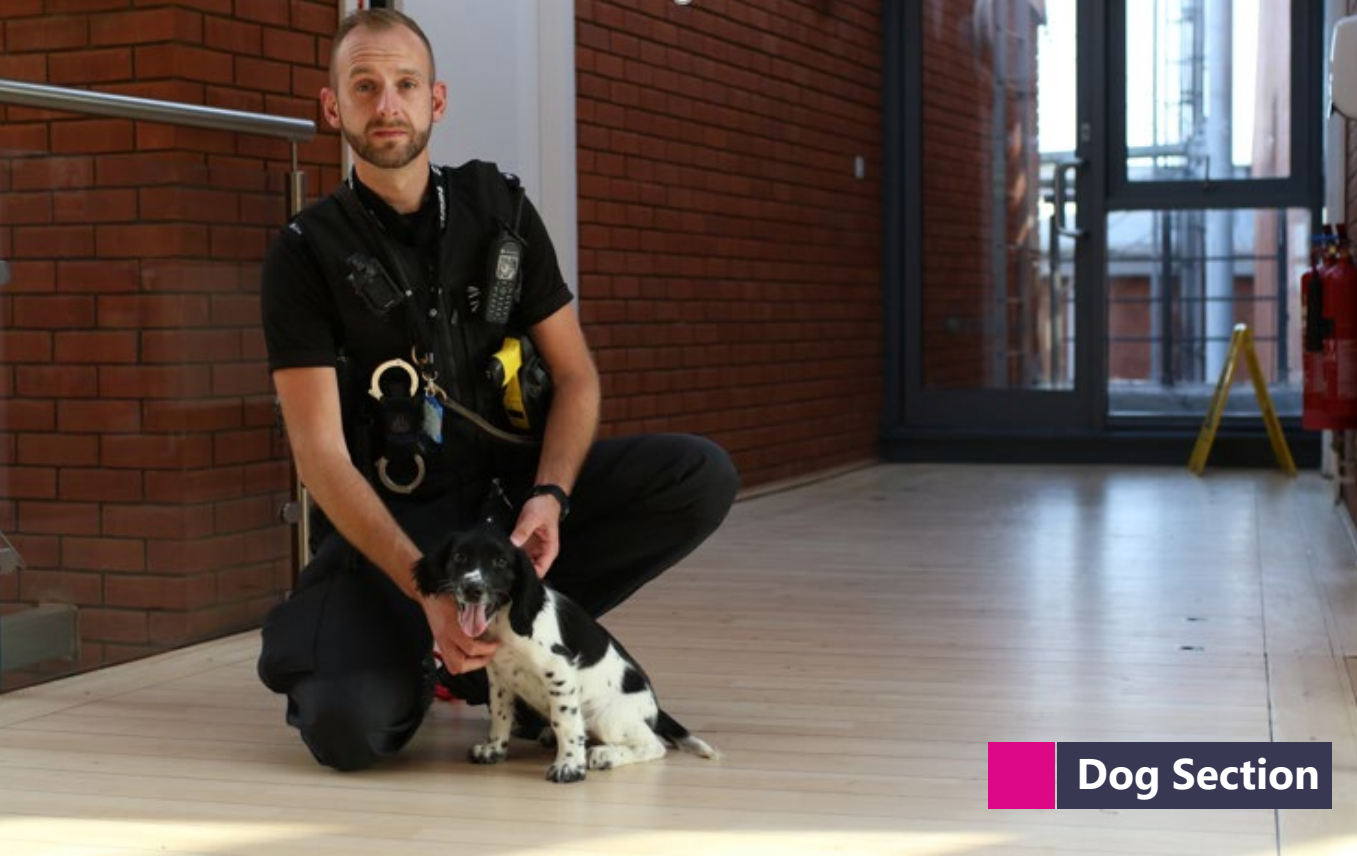
Overview of Protective Services, Criminal Justice & ERSOU

ACC Simon Megicks

Protective Services & Joint Justice joining forces supporting Norfolk's front line

- Vitally important, but not always that visible.
- All delivered in collaboration with Suffolk.
- Why collaboration
 - Effective use of tax payers money / Savings
 - Better service delivery
 - Insurance





Dog Section



Police Support Unit



Firearms Policing



Police Search

2.4



Specialist Crime and Intelligence

- Specialist Crime
 - Serious Organised Crime
 - Surveillance
 - Technical Support
- Intelligence
 - Central Intelligence Bureau
 - Local Intelligence Support
 - Joint Force Intelligence Unit
- Digital Investigations
 - Digital Forensic Unit
 - Cyber Investigations / Prevent
 - Fraud

Custody Investigation Unit



Criminal Justice Unit





Into the region: ERSOU



Regional Organised Crime Unit

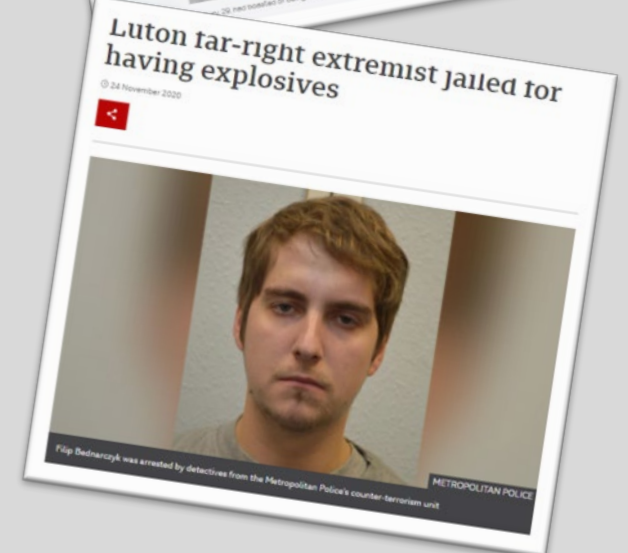
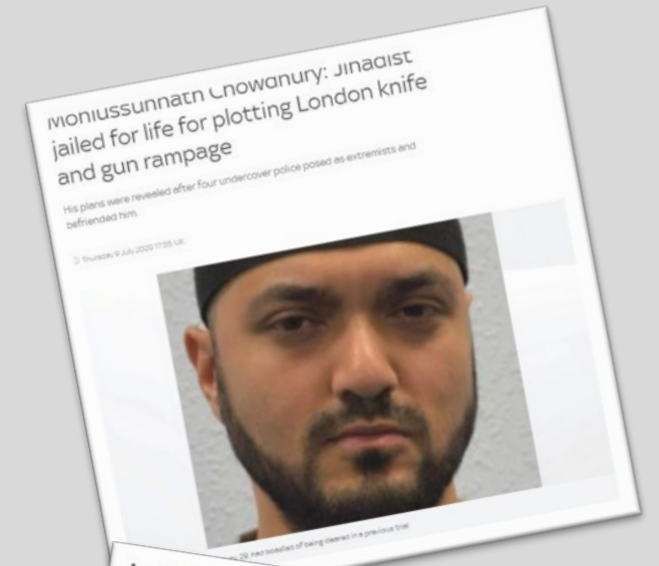
- The aim of our ROCU is primarily to identify and disrupt organised criminals operating across the eastern region.
- Officers and staff in the unit tackle a range of crime – from **child sexual exploitation and modern slavery to county drugs lines, cybercrime and economic crime.**
- ERSOU's work on Operation Venetic, an international operation which took down a key criminal communications tool, also attracted national headlines as over 350kg of cocaine, £2.5 million in cash and nine guns were seized across the region.

Into the region: ERSOU



Counter Terrorism Policing

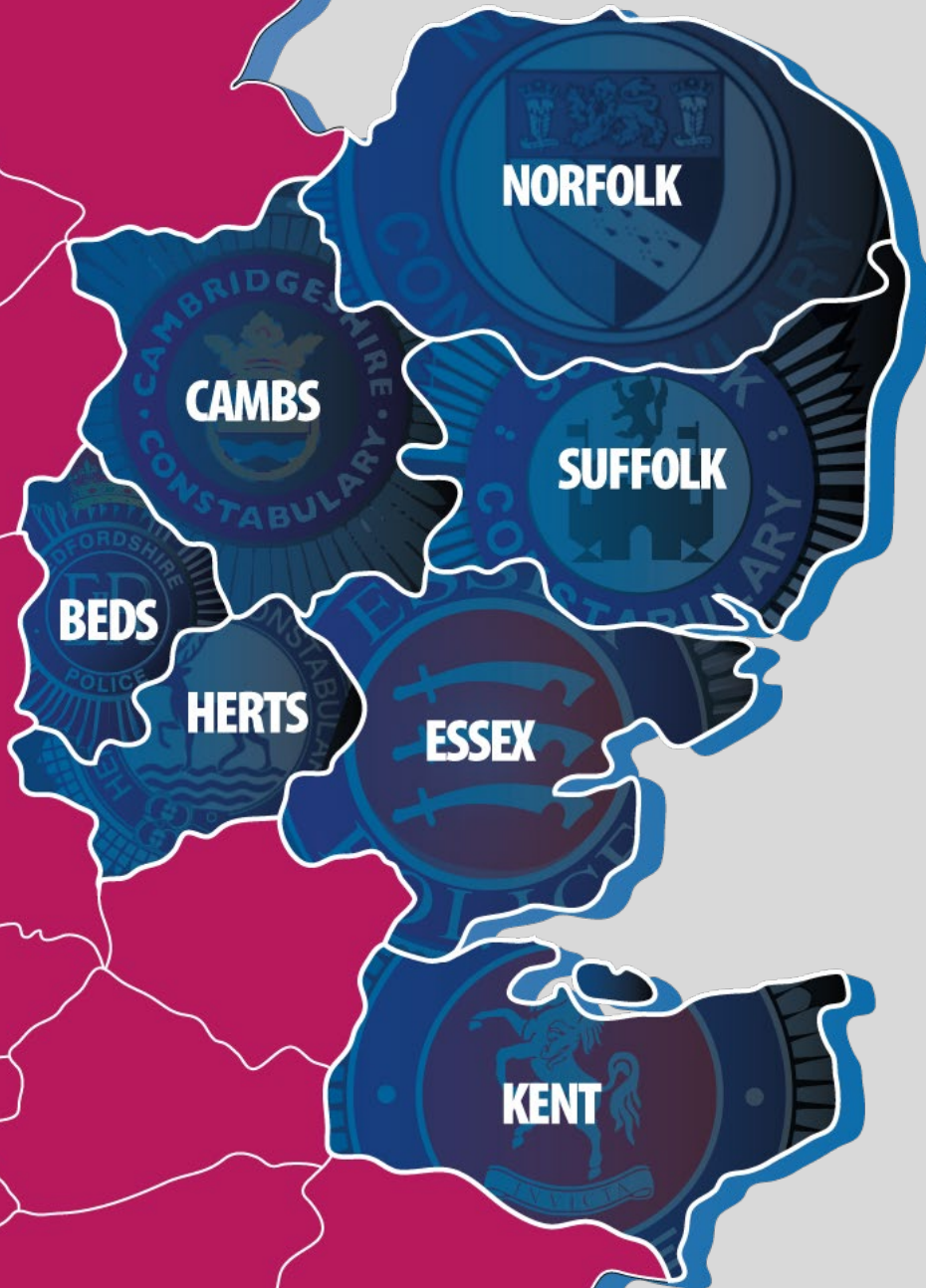
- ERSOU's counter terrorism policing unit manages the threat of terrorism across the eastern region and is part of the counter terrorism policing national network.
- The unit has officers covering all four areas of the Government's CONTEST strategy – Protect, Prepare, Prevent, and Pursue.
- The CTP investigations team regular supports prominent operations led by the Met's Counter Terrorism Command.





Seven Force Collaboration

DCC Paul Sanford



The **Seven Force Strategic Collaboration Programme** is working across our seven counties to develop and implement successful collaborative solutions to protect the frontline local delivery of policing.

The police forces that form the 7F collaboration are Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk.

The overarching aims of the programme are to deliver enhanced:

- Public Service
- Efficiency
- Effectiveness
- Value for Money
- Savings

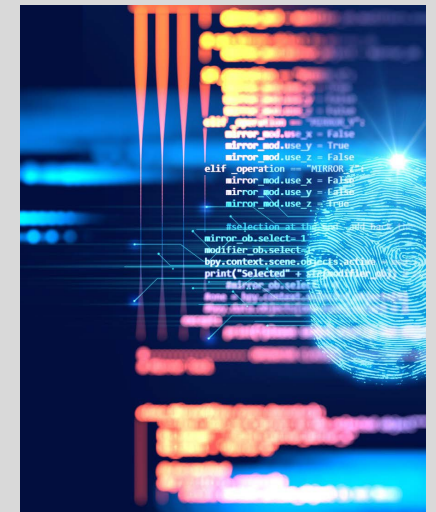


Strategic Policing Requirements, Mutual Aid, NCA Powers

ACC Simon Megicks

National Responsibilities

- Strategic Policing Requirement
 - **Terrorism** – work with the region ERSOU and nationally with CT Network
 - **Serious and Organised Crime** – ERSOU and NCA
 - **National Cyber Security** – Cyber Security Centre and NCA
 - Threats to **public order or public safety** that cannot be managed by a single police force acting alone.
 - We have to have 7 Police Support Units (PSU) (Norfolk & Suffolk)
1 PSU = 1 Insp, 3, Sgts and 18 PCs
 - **Civil Contingencies** – Deliver Civil Contingencies Act – LRF
 - **Child Sexual Abuse**
- Work together – 5Cs
 - Capacity and Contributions
 - Capability
 - Consistency
 - Connectivity

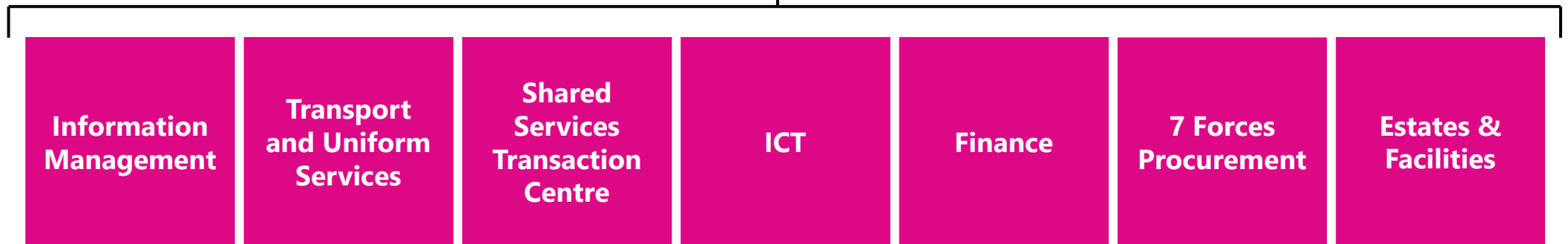




Overview of Joint Back Office

ACO Peter Jasper





- 280 FTE / £36m budget across the collaborated portfolio
- Jointly run by Norfolk and Suffolk ACOs

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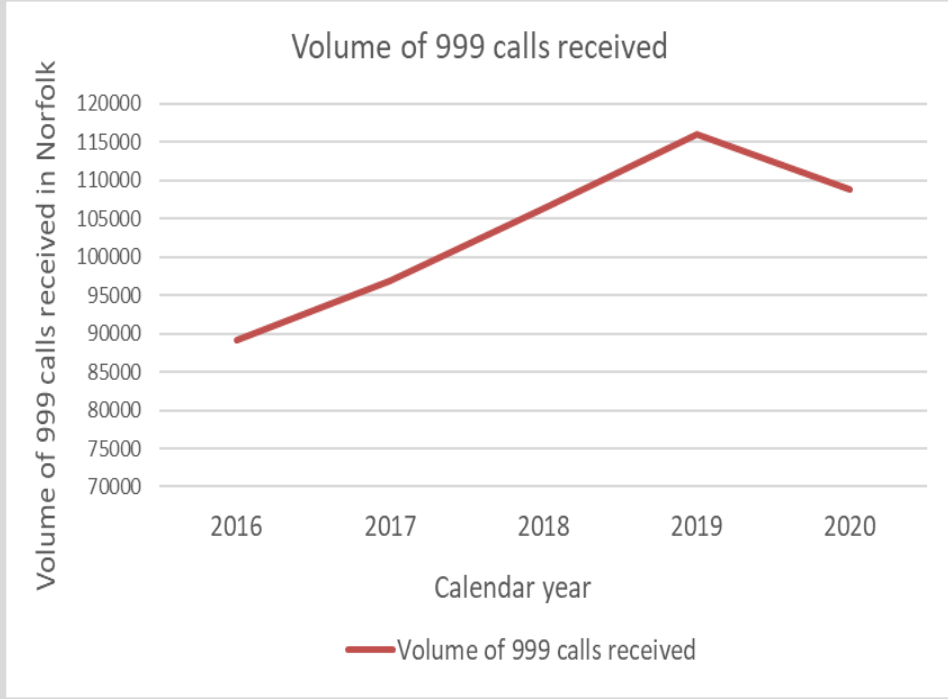
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How are we doing?

DCC Paul Sanford

Call Demand



	2016	2020
Number of 999 calls	89,215	122,252 (+37%)
Proportion of all calls that are 999	24%	25%
999 calls per day	244	334
% 999 calls answered within 10 seconds	89.8%	91.1%
Emergencies responded to within target time	[Long term average] 89.6%	[12m rolling average] 90%

Data sources: Hi-Path (prior to June 2019); Mitel (July 2019 onwards)

Control Room Challenges & Our Response

- Calls to 101 are answered by the same team who respond to 999
- Growing 999 demand therefore impacts on 101 performance – an area where we get regular feedback.
- 279,001 calls to 101 in the last year
- Average 101 performance is 4min 50sec but longer waits at busy times
- Further £640K investment to boost staffing
- New telephony system and triage.
- Enhanced digital offer
- However: Increasingly dealing with non-policing demand – the service of last resort.

Recorded Crime Demand

	2016	2020	Change
Burglary (including non-residential)	3,805	2,557	-33%
Theft	11,272	8,809	-22%
Vehicle Offences	2,346	1,904	-19%
Robbery	380	347	-9%
Arson & Criminal Damage	7,284	7,141	-2%
Sexual Offences	1,885	2,683	42%
Drug Offences	1,896	2,848	50%
Violence Against The Person <i>[85% of all DA is a violent crime]</i>	15,160	27,915	84%

Reduction in **neighbourhood/street crime** types.

Increase in crimes where **vulnerability and exploitation** are driving factors, and where our understanding and ability to recognise those behaviours has improved...and on average, a sexual offence takes 150% longer to investigate than a burglary offence

Data source: Norfolk crime recording system (Athena), crimes recorded between 01/01/16 and 31/12/20

National Policing Frameworks

The National Policing Board sets the strategic direction for policing, including agreeing outcomes and measures that should be achieved over time. As a result of the commitment to increase the number of police officers by 20,000 over the next three years, these expectations have been set as below:

National policing outcomes
Reduce murder and homicide
Reduce serious violence
Disrupt drugs supply and county lines
Reduce neighbourhood crime
Improve satisfaction among victims, with a particular focus on DA
Tackle cybercrime

...the Home Office will monitor these outcomes through a range of national datasets, and Norfolk Constabulary will monitor in more detail through five key thematic areas



- Serious violence
- Domestic abuse
- Serious sexual offences
- Criminal exploitation
- Neighbourhood crime

Confidence

What our communities say:

Perceptions of local police:	Think the police are doing an excellent / good job	Have confidence in the police in their local area
	88%	84%
Feelings of safety in the community:	Feel safe in the local area in daylight hours	Crime and ASB more of a problem in last 12 months
	99%	22%
Service and fairness:	Confident they would receive good service	Believe police will treat you fairly and with respect
	85%	94%

What our service users say:

Service users who are "fairly", "very" or "completely" satisfied with the service they have received are increasing year on year. Particularly with the action we take, the way they are kept informed, and their overall experience.

% of respondents "fairly", "very" or "completely" satisfied with:	12 months to July 2018	12 months to February 2021
Action Taken	68.70%	77.90%
Kept informed	65.30%	76.30%
Treatment	89.20%	90.10%
Whole experience	74.80%	80.60%

Norfolk Community Perceptions Survey (undertaken quarterly by SMSR (Social and Market Strategic Research))
 Norfolk user satisfaction surveys (undertaken quarterly by SMSR (Social and Market Strategic Research))
 Crime Survey for England and Wales

Police Effectiveness, Efficiency & Legitimacy 2018/19



Areas for Improvement

Investigating Crime

Requires Improvement

- Op Investigate was created to improve investigation standards and quality, linked to the FMS:
- Creation of five additional Sergeants Posts (RaSSO and Op Investigate)
 - Centralised guidance and support for officers and staff
 - A programme of training for supervisors, Officers and staff
 - Revised crime allocation and investigation policies
 - Audit processes and feedback to staff
 - Joint File Quality and Investigation Improvement Boards

Crime Data Integrity

Requires Improvement

- The Constabulary has made a substantial investment to improve Crime Data Integrity:
- A CDI Gold group chaired by ACC Local Policing
 - Introduction of QA team
 - QA of Domestic Abuse and violent incidents – the last internal audit indicates 96% compliance up from 87.5% in the 2019 inspection
 - Appointment of training lead
 - Investment in the CCR including a larger Switchboard capacity
 - Introduction of Op Solve – recording a quarter of all crime

Force Management Statement

		Asset Shortfall				
		Low	Moderate	Substantial	Severe	Critical
Demand Forecast	Increasing significantly (> 25%)		Digital forensics ▲ Intelligence ▲ Human trafficking & forced labour Human Resources and workforce planning Finance ▲ Learning and development ▼	Management of data ▼		
	Increasing (> 5-25%)	Prevention and deterrence (neighbourhood policing) ▲ Forensics Investigations - Cyber and SOC People with mental ill health Harassment, stalking and cyber bullying Public order ▲ Civil emergencies Terrorism Wellbeing ICT Investigations - major crime ▲	Responding to the public – requests for service Responding to the public – incident response ▲ Custody Child and adult safeguarding Child abuse Managing serious and organised crime ▲ Registered sex offenders Armed policing Roads policing ▲ Professional standards ▼ Legal services Estates management Hate crime ▲ Investigations – CIU ▲	Sexual offences including CSE Corporate development (SBOS) ▲ Domestic abuse ▲ Investigations - volume crime ▲	Criminal justice ▲ Investigations - serious crime ▲	
	Stable (+/- 5%)	Missing persons IOM Special Constabulary and volunteers Honour based violence/female genital mutilation/forced marriage	Procurement Fleet management			
	Decreasing (< 5-25%)					
	Decreasing significantly (< 25%)					



Challenges

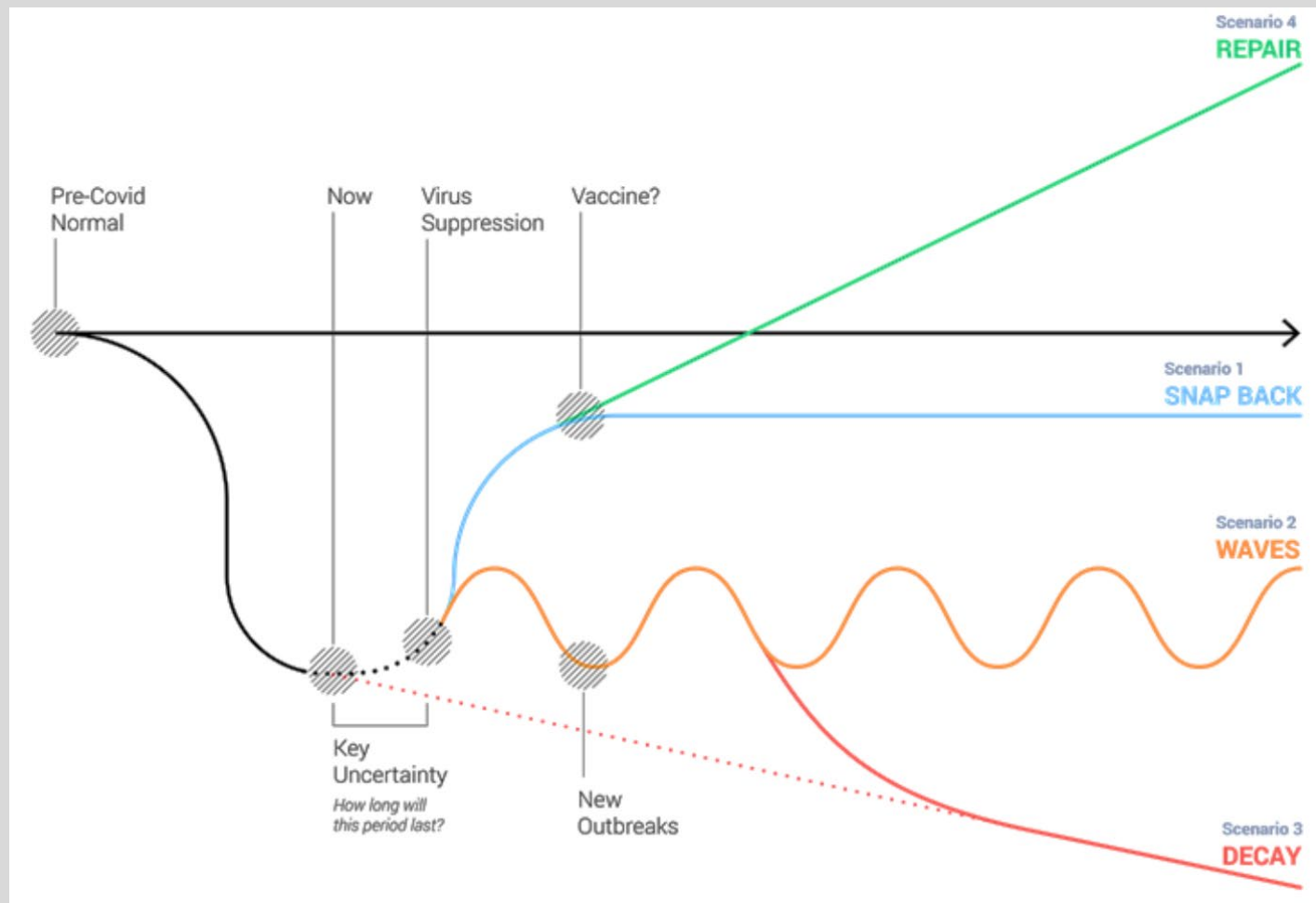
ACC Simon Megicks

Challenges: Access to Criminal Justice

- As at 13 December 2020, court backlogs were as follows:
 - Total live CPS post-charge caseload: 67% higher than the pre-Covid baseline. This equates to 67,679 extra cases, taking the total to 169,419.
 - Magistrates' court live caseload: 83% higher. Of these, 19,500 are estimated to be trials, equating to a 57% increase since February 2020.
 - Crown Court live caseload: 44% higher. Of these, 27,700 are estimated to be trials, a 65% increase since February 2020.
- Critical time for the CJ landscape & involved agencies – timeliness challenges:
 - Managing suspects
 - Supporting victims
- Local Criminal Justice Board – Opportunities and Challenges

Challenges: COVID-19 Response

- Reposition the whole organisation
 - Keeping the Public Safe
 - Keeping Officers and Staff Safe
 - Ensuring Covid Secure working environment
 - Policies and Procedures amendments / changes
- Gold / Silver Command
- Risk Management throughout – balancing the need to deliver policing with safety of all



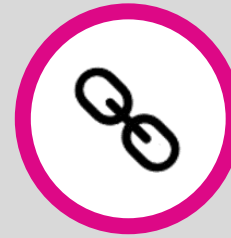
Challenges: Post COVID



Reconnecting
with our
public – Police
Legitimacy



Staff
wellbeing



Supply
chain



Remote
working &
Information
Security



Backlogs

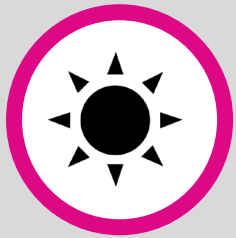


Managing
Abstractions



Latent
Demand

Challenges: Summer Demand



- Night time economy
- Shoppers returning
- Tourist Summer destination
- Local Summer events
- Euro's Football
- COP 26
- G7
- Demonstrations
 - Reclaim the streets
 - Kill the Bill
 - BLM
 - Extinction Rebellion



Challenges: Accreditation – Growing Hidden Demands

- ISO/IEC 17025 Standard is the international standard for testing laboratories – activities which are performed in controlled/laboratory environments
- ISO/IEC 17020 Standard is the international standard for inspection bodies – activities conducted at scenes and require professional judgment
- Forensic Sciences are also required to comply with the Forensic Science Regulators (FSR) Code of Practice and Conduct

Activity	Unit	Accreditation deadline
Enhancement of latent finger marks *	FDL	October 2015
Digital Forensics *	DFU	October 2017
Fingerprint comparison *	FPB	October 2018
CSI	CSI (x5)	October 2022
Forensic Collision Investigation	FCIU (x2)	October 2022
Digital Forensics at scene activities	Cyber	October 2022
Fire Scene Examination	FRS	October 2023
Evidence Recovery during the medical examination of complainants of Sexual assault	SARC	October 2023

- £200,000 has been spent on gaining and maintaining the accreditation currently held but DFU, FPB and FDL



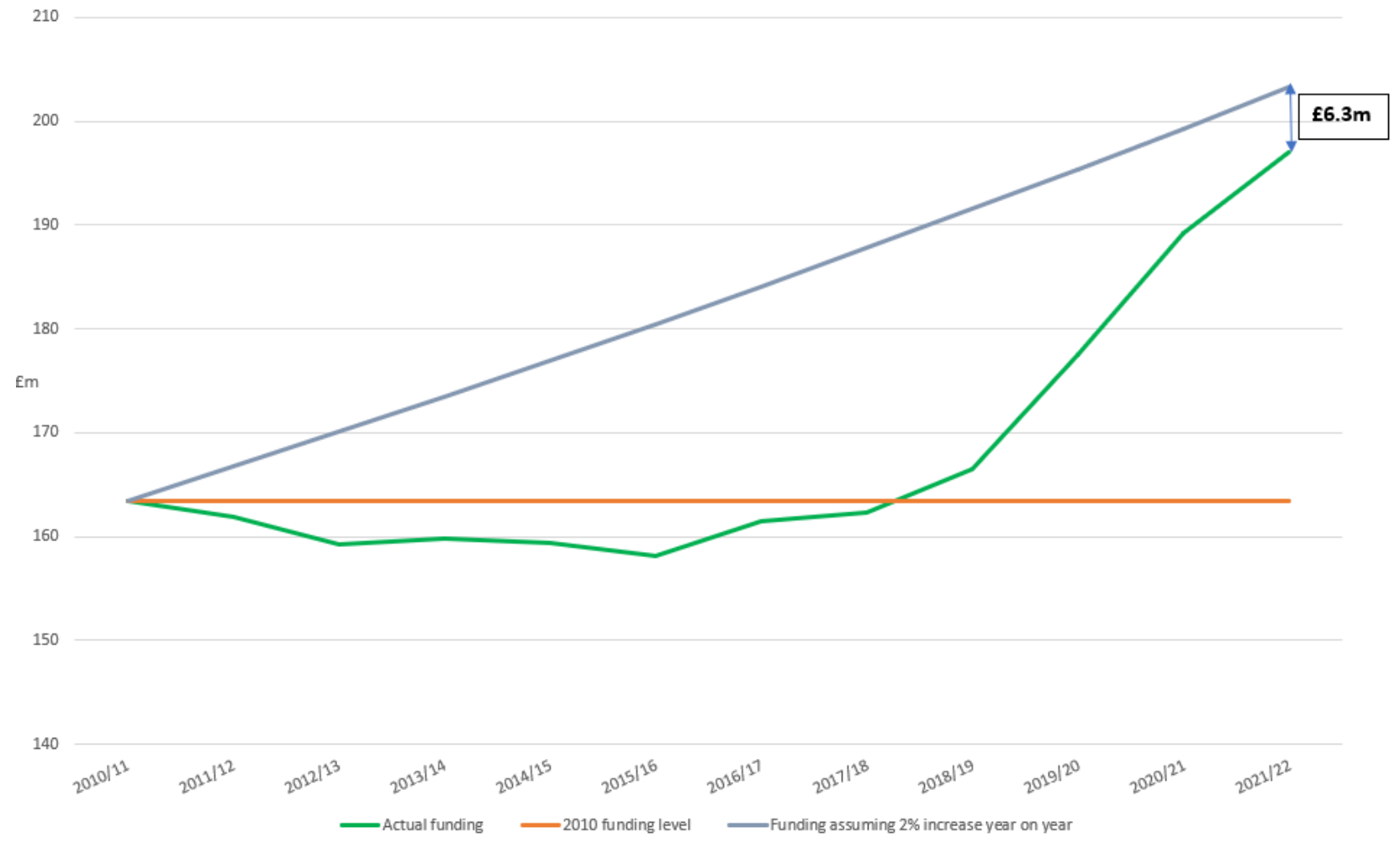
Financial Uncertainty

ACO Peter Jasper

The last decade

Cash received still not back to 2010 equivalent – have been absorbing significant inflationary pressures

Norfolk funding 2010 to 2022



Add on additional pressures



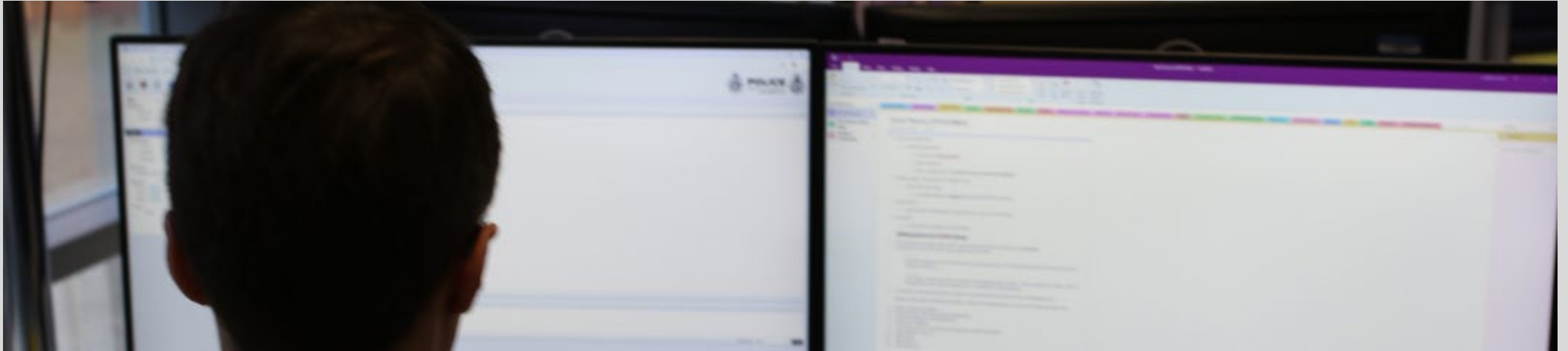
- On top of the inflationary pressures around £10m of additional per annum pressures absorbed
- £8m of pension related pressures (National changes, plus Officer Pension and LGPS increases)
- Capital grant virtually eliminated (£1m p.a.)
- Legal and legislative (£1m p.a.)

Add on the changing nature of crime



- Significant increase in ICT short-life asset spending to support changing nature of crime and policing in digital world
- BWV, ANPR, mobile / agile technology, kit for download and storage for digital evidence, drones
- 3-5 year refresh required...(£4m per year on average)

And future pressures coming



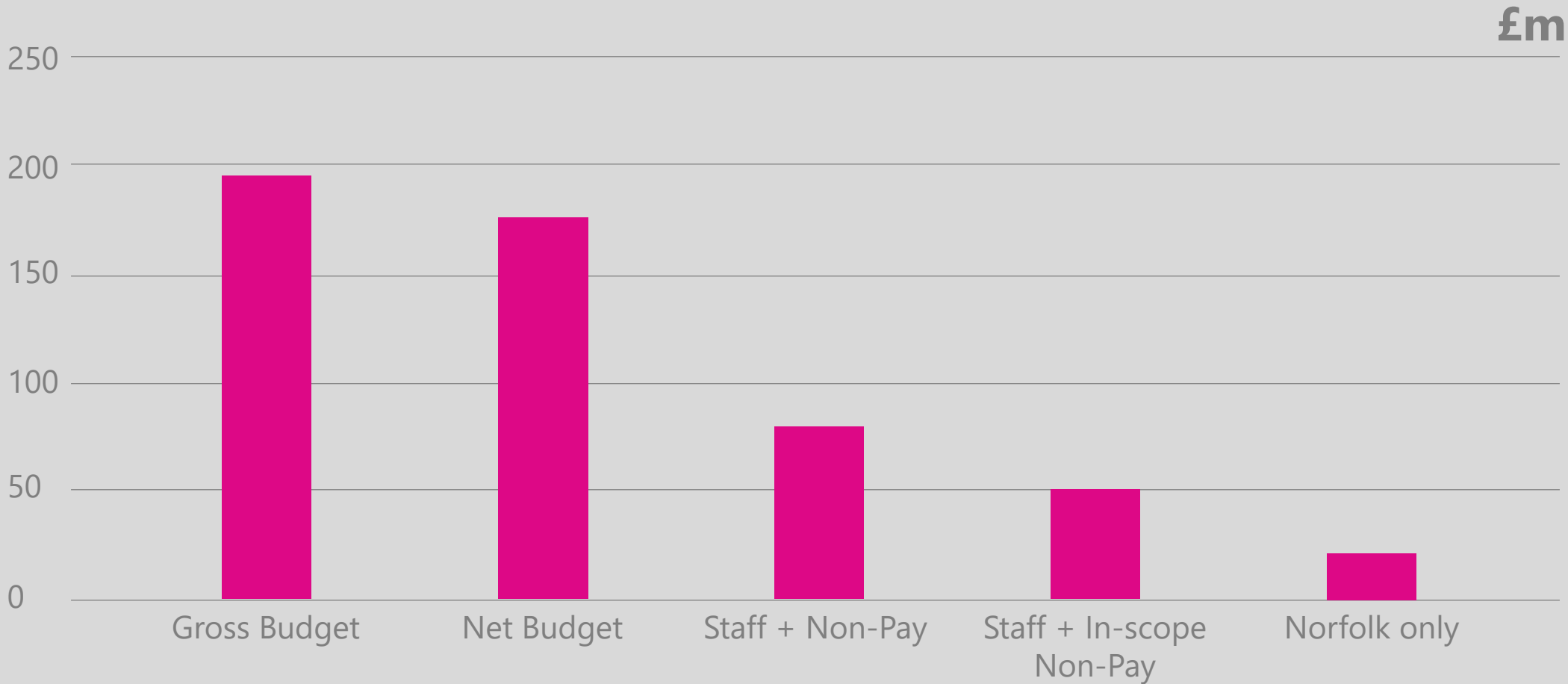
- Ongoing National ICT pressures (National Enabling Programme), M365 / Win 10, NLEDS, HO Biometrics...
- The most significant is the Emergency Service Network (ESN) – approx. £6m cost pressure over MTFP...

Key points to note on 2021/22 settlement



- Uplift 3 year programme up to 2022/23 – only 2 years confirmed so far
- Uplift funding must be spent on officers, plus related kit, equipment, estates and support staff
- **Therefore cannot make savings from Officers**
- Excluding Uplift underlying settlements have been “cash-flat” (still have to absorb inflation)
- 3 year CSR – challenge for Chancellor to balance reductions in public spending vs raising taxes – challenging settlement expected

Savings limitations



Therefore require an MTFP deficit strategy

2021/22	2022/23	2023/24	2024/25
0	£2.084m	£5.698m	£8.961m

Deficit Strategy Requires 3 parts

Outcome Based
Budgeting – Annual
Cycle

4 Year
Transformational
Programme

Precept Strategy



Changes in demand

ACC Simon Megicks

Changing Demand: Crime

Demand type	2016	2020	Headline
Crime conversion rate <i>(recorded incidents closed as crimes)</i>	26%	36%	More of our incidents lead to a crime being recorded than previously
Time to investigate			
Average of all crime	38 days	41 days	Vulnerability crimes are becoming more complex and taking longer to investigate fully
Burglary	42 days	49 days	
Robbery	59 days	75 days	
Violence	41 days	35 days	
Sexual offence	70 days	125 days	
Digital crime against an individual <i>(percentage of all crime with a victim)</i>	2%	4%	Vulnerability crimes are increasingly taking place in the digital arena, meaning our approach to investigations has had to adapt.
% of stalking which is online	10%	19%	
Domestic Abuse <i>(percentage of all crimes with a victim)</i>	17%	25%	Our officers are better at identifying DA as a factor in offending, meaning that a higher proportion of all crimes with a victim are known to be DA-related.
Fraud Investigations	712	1666	Recorded fraud has more than doubled since 2016.

Athena (crime data); STORM (incident data); PDI racetrack (digital investigator workloads)

Changing Demand: Non Crime Contributors

Demand type	2016	2020	Headline
<u>Mental health</u> s.136 Athena investigations MH assessments in custody	201 66 [2019 data]	579 110	More than double the number of acute MH episodes [s.136] and over 50% increase in s135 incidents in just one year. Over 50% more MH assessments undertaken in custody
<u>Mispers (missing incidents)</u> Total Adult Children	2066 1008 1058	[2019 data] 4425 1607 2818	The impact of exploitation on young people (166% increase in missing child incidents)
Child Protection Investigations	18,998	24,814	Considerable child protection demand when compared to the number of all crimes- exposure to crimes such as DA

Athena (crime data); STORM (incident data)

Changing Crime: Digital Data

Demand type	2016	2020
Police Digital Investigators	600+ requests since December 2019	
Telephone Analysis	2,910	4,422
Workload of Specialists	2,900+ hours (annually) to process comms data for missing persons alone	
Digital Forensic Unit submissions	An increase of almost 50% in submissions in just two years.	

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10.0



Our Response

DCC Paul Sanford

National Uplift Programme: 20,000 officers



- To date the number of officers per force across the country has been allocated by the same percentage as used to allocate central budget
- Norfolk therefore expect to receive 224 by March 2023
- Delivered in yearly phases
 - +67 by March 2021
 - +67 by March 2022
 - +90 by March 2023
- Purchase of Hethersett Professional Development Centre
- Close Government scrutiny on numbers and diversity
- Target FTE 1845 vs baseline of 1621 FTE

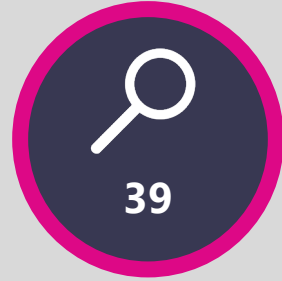


Provisional Norfolk allocations



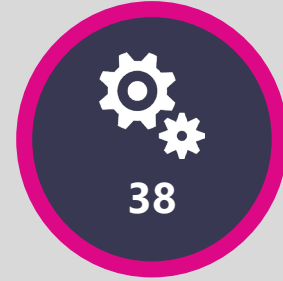
Uniform policing

- SNT Patrol (109)
- Moonshot (2)
- Tutors (12)
- Quality & Standards Inspectors (5)



Safeguarding & Investigations

- Rape & Serious Sexual Offending (2)
- Investigations improvement (2)
- Local Serious & Organised Crime (6)
- CID (12+3+1)
- Safeguarding Children Online Team (1+7)
- Multi Agency Sexual Exploitation Team (1+3)
- Police Digital Investigators (1)



Operational Support

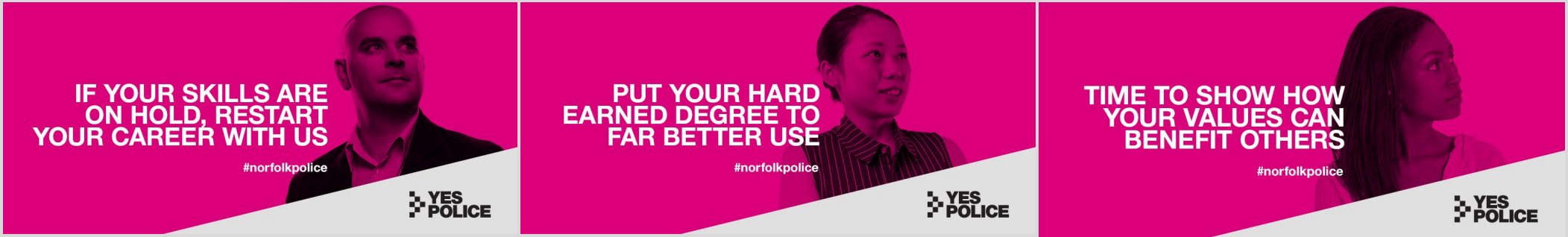
- Eastern Region Specialist Operations Unit
- Intelligence
- Learning & Development
- Firearms Training
- Joint Organisational Improvement Team
- Forensic Collision Investigation
- Cyber, Intelligence & Serious Crime
- Criminal Justice
- Custody Investigation Unit
- Management of Offenders
- Counter Corruption
- Resource Management Unit
- Contact & Control Room



TBC

- Tutors (dependent on pilot outcomes)
- Drones
- Local Policing Sgts
- Beat Managers

PEQF

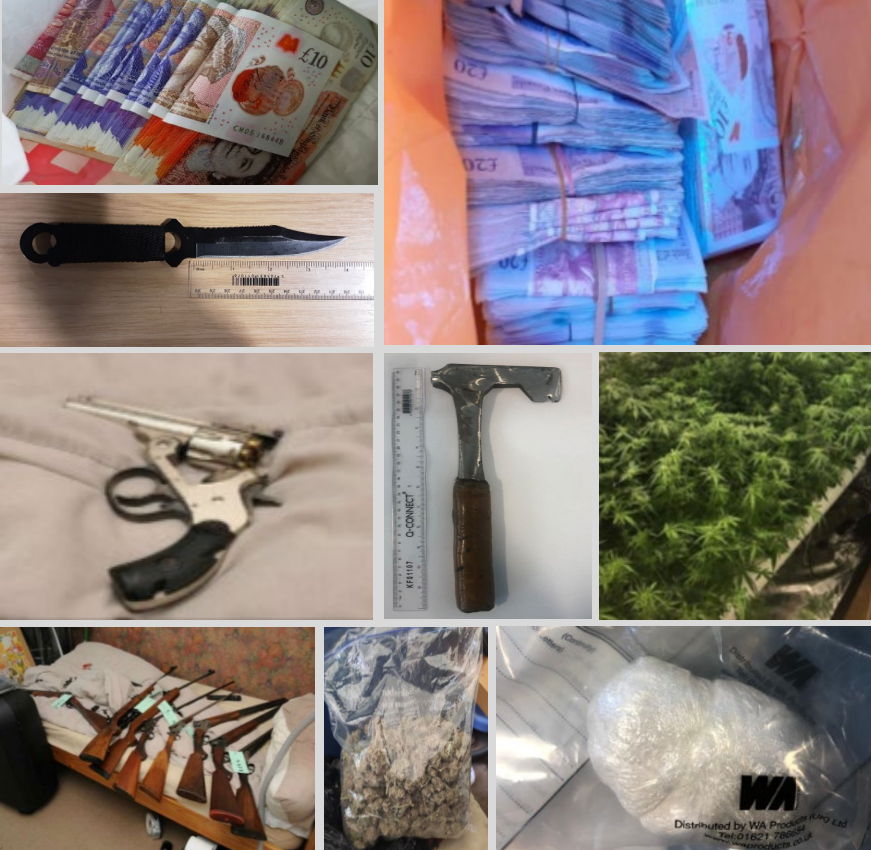


- Commences Jan 2021
- Three entry routes into policing:
 - Apprenticeship
 - Degree Holder
 - Existing Police Degree
- Development training programmes fit for the future
- Significant training abstraction

Norfolk Horizons

- Multi-award winning Continuous Improvement Team
- 5 year 2020 programme
 - Transformed Uniform Policing
 - Removal of PCSO role to invest in Police Officers (pre Uplift)
 - Return of Proactive policing
 - 5 Neighbourhood Teams (30 officers)
 - World Class Policing Award winning Operation Moonshot Teams (31 officers)
Automatic Number Plate Recognition Intercept Teams
 - Maintained Safer Schools Partnership (16 officers)
 - Returned Safer Neighbourhood Policing Sgts and bolstered Beat Manager PC numbers (114 officers)
 - Embedded police officers into co-located Operational Partnership Teams to focus on Anti-social behaviour and vulnerability with partners (24 officers, 15 staff)

Moonshot 2020 productivity



4,127
Vehicles stopped

816
Arrests

376
Charged

514
Vehicles seized

£798k
Property Seized

£231k
Cash seized

£237k
Drugs seized

£97K
Rural costs driven down by
£97,000 (7.1%)

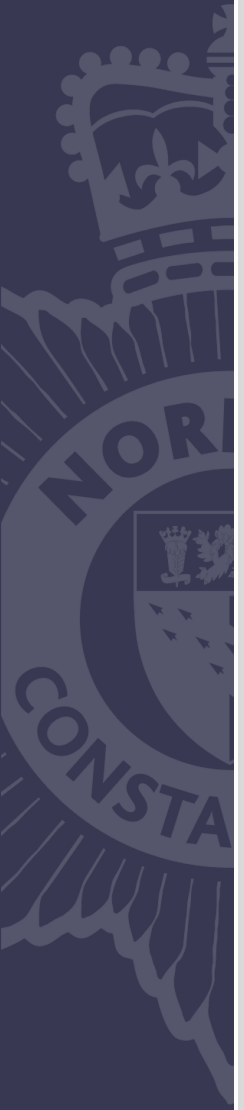
Norfolk Horizons

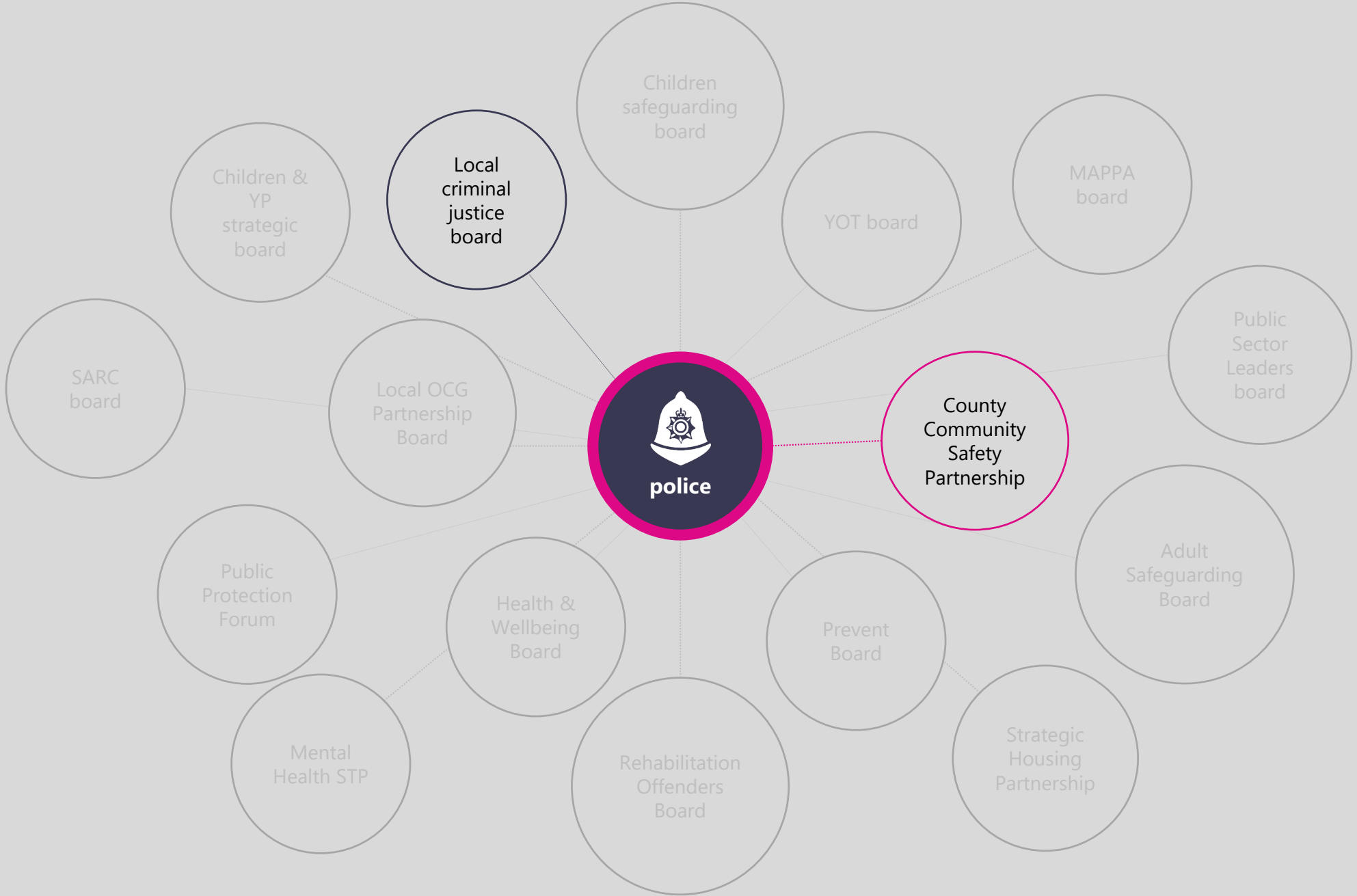
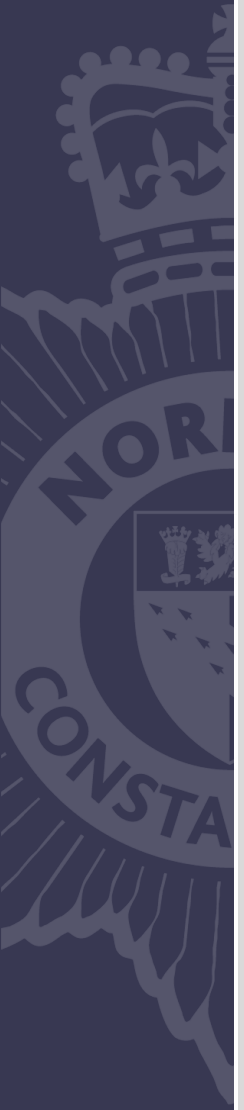
- Transforming Investigations
- Multi-million pound investigation hubs programme
 - 2 Brand New Police Stations: Swaffham and Broadland
 - Swaffham Delivered under budget in November 2020
 - Broadland – completion estimated 2022 – (circa £12m project)
 - Part of the wider estates strategy producing savings of £14-20 million over 40 years.
- First Class facilities
- Bringing the teams back together
- Making Connections
 - Award winning, innovative, police digital investigators
 - Computer scientists recruited from University of East Anglia



Norfolk Horizons

- Contact and Control Room Review
 - 640K precept investment to meet growing demands'
- Domestic Abuse and Fraud – how to improve effectiveness
 - Best practice review with support for Academia.
- Focus on our people, productivity and standards.
- Exploring the power of data
- Op Adder – Pioneering approach to county lines (Home Office funding of 1.4 million over three years)
- Domestic Abuse Perpetrator Partnership Approach (DAPPA)







Closing Comments

DCC Paul Sanford

The next three years



- Providing the exceptional services Norfolk's communities want
- Providing the protection Norfolk's communities need
- Visible and accessible staff & empowered leadership
- Continued drive for efficiency in all that we do
- Enabled by strong collaboration with Suffolk Constabulary, neighbouring forces and local partners

The End

