

PCC ACCOUNTABILITY MEETING

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

Thursday 29th July 2021 at 10:30am – 1:30pm
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 9 th March 2021	Page 3
4.	Constabulary Covid-19 Update	Verbal Update
5.	PAM Public Questions	Verbal Update
6.	Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'	Page 10
7.	Police and Crime Plan Theme: 'Support Victims and Reduce Vulnerability'	Page 41
8.	Police and Crime Plan Theme: 'Deliver a Modern and Innovative Service'	Page 56
9.	Professional Standards Department Complaints Update	Page 63
10.	Emergency Services Collaboration Group Update	Verbal Update
11.	Emerging Operational/Organisational Risks	Verbal Update
12.	AOB:	
13.	<p><u>Date of Next Strategic Governance Board Meeting:</u> Tuesday 17th August 2021 from 2:00pm – 4:00pm</p> <p><u>Date of Next PCC Accountability Meeting:</u> Wednesday 20th October 2021 from 2:00pm – 5:00pm</p> <p><u>Date of Next Estates Governance Board Meeting:</u> Tuesday 23rd November 2021 from 2:00pm – 4:00pm</p>	

Enquiries to:

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

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

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

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

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

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



**MINUTES OF THE POLICE ACCOUNTABILITY FORUM MEETING
HELD ON TUESDAY 9TH MARCH 2021 AT 10:30 A.M.
VIA MICROSOFT TEAMS (VIRTUAL MEETING)**

1. Attendance:

Mr L Green Police and Crime Commissioner, OPCCN

Also in attendance:

Mr S Bailey	Chief Constable, Norfolk Constabulary
Mr M Stokes	Chief Executive, OPCCN
Mr P Sanford	Deputy Chief Constable, Norfolk Constabulary
Mr N Davison	Assistant Chief Constable, Norfolk Constabulary
Ms J Penn	Chief Finance Officer, OPCCN
Mr P Jasper	Assistant Chief Officer, Norfolk Constabulary
Mr M Cooke	Superintendent, Norfolk Constabulary
Ms N Atter	Corporate News Manager, Norfolk Constabulary
Ms S Lister	Director of Performance and Scrutiny, OPCCN
Mr J Stone	Performance and Scrutiny Manager, OPCCN
Ms H Johns	Communications Manager, OPCCN
Ms S Sutton	Media and Communications Officer, OPCCN
Mr J Mann	Performance and Scrutiny Assistant, OPCCN

Apologies for Absence:

Apologies received for:

Ms J Wvendth	Temporary Assistant Chief Constable, Norfolk Constabulary
Mr S Megicks	Assistant Chief Constable, Norfolk Constabulary
Dr G Thompson	Director of Policy, Commissioning and Communications, OPCCN

2. Declarations of Personal and/or Prejudicial Interests:

There were none received.

3. To Confirm the Minutes of the Meeting Held on 26th January 2021

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

- Action 54 – The Chief Constable stated that he was looking into the broader issue of 101 call handling. The perceptions survey conducted by the Constabulary was already underway and the Constabulary was conducting a survey of users of Operation Solve. The Chief Constable stated they were surveying more people than they have ever done before and added that he was pleased with the results so far. The PCC asked the Chief Constable if there was a higher use of the online reporting service to which the Chief Constable stated that there was and the reporting mailboxes were monitored frequently. The Constabulary is exploring options for 101 surveying moving forward.
Action 54 closed.
- Action 58 – The PCC had received a presentation from the Deputy Chief Constable and was satisfied that the matters were addressed.
Action 58 closed.

4. 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 ACO stated that there was an underspend of £175,000 on revenue equating to less than 1% of the total budget. He added that there was £10.9m slippage on the Capital Programme and there has been additional money added to the programme to assist with reserves. Officer numbers are on track to be 35 full-time equivalent over-establishment in preparation for the Police Education Qualifications Framework (PEQF) recruitment. The PCC commended the Constabulary on its budgeting and asked if the ACO had factored in the levels of interest increasing when borrowing money to fund the Capital Programme. The ACO stated that this had been considered and added that short-term rates were low at this moment in time so will look to borrow long-term at the right time at the right rate

- the ACO stated that building works are now completed for Holt Police Station and are looking for the building to be shared with the Fire Service in the near future. The ACO advised that there were three properties for sale and he is expecting to have offers back from two of the three soon. The Hethersett Old Hall School site has been developing well with the ACO stating that a proposal will be coming to the PCC for approval of the second-year budget. The PCC praised the work of officers and asked if this facility should be shared with the wider community and partners. The ACO stated that he would explore all options. The PCC queried the progress achieved with the Broadland Gate site. The ACO advised that the land has been bought, planning permission had been granted and the Constabulary was reviewing tenders for construction
- the Deputy Chief Constable (DCC) stated that despite government restrictions the volume of 999 calls have remained consistent with previous years. The Constabulary are planning for the summer months where increases in call volumes are expected. The Constabulary had asked for increased provisions in the Control Room through the increase in police precept and the DCC added that over the last twelve months the Constabulary reached 89.8% of emergencies within target times and answered 91% of 999 calls within ten seconds. The DCC stated that he was cautious to what demand the summer will bring, but outlined that the Constabulary was answering 101 calls within five minutes on average which seemed appropriate
- the Crime Survey for England and Wales assessed public opinion on whether they think police are doing a good job. Norfolk achieved 63.3% of respondents who agree police are doing a good job which ranks Norfolk joint seventh nationally. The PCC asked what the response times were for rural and urban responses. The DCC explained that response targets were 15 minutes for urban and 20 minutes for rural due to the challenges of access and roads. He added that 101 calls come in different forms and will be responded to in different ways depending upon the nature of the call
- the PCC queried if there had been many calls in relation to the breaking of lockdown rules. The DCC stated that there had been a peak of 3% of total call volume relating to the breaking of lockdown rules, the Control Room dealt with these and they are assessed with only the worst breaches attended by officers. The PCC asked if responding to breaches will become more complicated once lockdown rules are relaxed. The DCC agreed that it would be and the Assistant Chief Constable (ACC) explained that there had already been an incident that police had to attend in relation to the breaking of lockdown rules in Great Yarmouth. Police encouraged the following of lockdown rules before dispersing the crowd when the nature of the gathering changed and some members exhibited signs of antisocial behaviour, fighting and drug taking

5. Constabulary Covid-19 Update

The Chief Constable spoke to the agenda item.

The key points discussed were as follows:

- the Chief Constable stated that Constabulary sickness is currently at 3.6% which was low and infection rates were aligned to transmissions within community levels. The organisation is planning for the next four months of lowered lockdown restrictions and are continuing to link in with partner agencies. The Chief Constable added that the Constabulary had equipped itself well to deal with lockdown related issues with partner agencies and the community response has been mostly good
- the Deputy Chief Constable stated that in four years' time a quarter of the Constabulary workforce will have less than three years' service. He added that the majority will be from the 20-35-year-old bracket. The Chief Constable stated that 700 colleagues have been vaccinated against Covid-19 through local surgeries when spares are available at the end of the day and are continuing to take all available opportunities to get vaccinated; however, the Chief stated that the government missed opportunities to prioritise police and teachers in the rollout of the vaccination programme

6. Police and Crime Plan Theme: 'Increase Visible Policing'

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

The key points discussed were as follows:

- the DCC stated that over the past few years Norfolk Constabulary has seen an increase in Beat Officers and drone technology. He explained that as a result of precept they will be recruiting an additional 24 officers on top of the Operation Uplift allocation of 66 officers, plus an additional investment in the Control Room to deal with the increases in call volumes. There was a pilot running for a live chat where members of the public can get in touch with the Constabulary. In addition to this the Constabulary are investing in staff trained in enhanced problem-solving skills alongside a dedicated team of officers carrying out high visibility patrols in communities and an investment into Digital Investigators to allow officers to do frontline policing roles
- the DCC stated that the Uplift programme is on track to implement its share to recruit additional officers on a year by year basis. There is currently no definitive figure but will be approximately 200 officers over the time period. This will ultimately have an impact on the Learning and Development department and so an investment into Hethersett Old Hall School was vital to the Constabulary. The Constabulary continue to make evidence-based policing decisions when deploying officers, including detectives focused on serious threats such as County Lines. The Constabulary also has a focus on tackling serious sexual abuse and rape with new officers and an additional 20 sergeants being recruited to supervise these

- the Constabulary Moonshot team is in place and has completed some good work including arrests and property recovery. The PCC queried how the Constabulary was aiming to be more visible when recruiting officers. The DCC stated that recruiting into back office functions allows other officers to be more visible in their roles. He added that with the increase in complex and sensitive crimes, a back-office function was needed to support frontline officers. The PCC asked that with the PEQF being implemented, would this imply that officers will be sat in classrooms for some of the time. The DCC stated that this commences in January 2022, outlined the three entry routes through PEQF and added that the aim was to professionalise the training of officers and the Constabulary would deploy extra officers on the street to backfill and reduce the impact of this training on visibility
- the PCC asked about the recently introduced OPTIK system and queried if this enabled officers to move more quickly from one incident to another to increase visibility. The DCC agreed and added that this would enable a greater frontline presence due to the capability to connect to systems on mobile devices that previously had to be accessed at police stations
- the PCC asked what the Constabulary was doing to ensure the recruitment of officers and staff reflects the diverse community. The DCC stated that this was a challenge but the Constabulary had a recent intake of 24 officers, 16 of which were female. At this current moment the Constabulary was recruiting officers, of which approximately 35% were female and added there was more work to be done. The DCC advised that there was a monthly uplift board which focused on diversity recruitment, there was a diversity, equality and inclusion action plan the Constabulary were working towards and they had appointed a Positive Action Coordinator who assisted with recruitment and community engagement through schools, colleges and recruitment fairs. Constabulary recruitment branding has also aimed to appeal to minority ethnic groups; however, the DCC stated that recruitment was challenging. The DCC stated that there were currently 800 job applicants in the pipeline to become officers, but employment law restricts the options to take these applicants in any order
- The PCC questioned if the Constabulary had plans to increase the number of volunteers and members of the Special Constabulary. The DCC stated that the Constabulary had to pause recruitment during the lockdown period, but added that there was currently 30 people conducting online training to become a Special Constable and 130 individuals interested in applying for the role. The PCC asked if PEQF affected Special Constables to which the DCC answered that it did not

7. Police and Crime Plan Theme: ‘Prevent Offending’

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

The key points discussed were as follows:

- the ACC explained the Domestic Abuse Perpetrator Partnership Approach (DAPPA) in response to the high levels of Domestic Abuse seen in Norfolk as one in four victim-based crimes relates to Domestic Abuse. The PCC stated that rehabilitation was a part of this and was key in reducing reoffending. The ACC agreed and added that the Constabulary was working with partner agencies to deliver a multi-agency service. The ACC stated that thanks to the precept support, funding is now available for the next two years for this initiative. The provision of the DAPPA group was to target perpetrators and reduce reoffending with certain criteria needed to be met from the offender to engage with the programme. The programme also supports victims and is not necessarily based on criminal justice approaches. The programme addresses perpetrator behaviour to aim to reduce and eliminate these behaviours and will be continually evaluated to ensure effectiveness. The PCC queried if users of the programme would just use it as a way to get an easier sentence. The ACC stated that this would be true in some cases as this was human nature but the programme has an assessment framework in order to choose individuals for the programme which should minimise this. He added that any individuals appearing to not engage with the programme would be released from the programme and back into other law enforcement options and tactics
- the PCC asked how the Constabulary can prevent dog thefts in Norfolk. The Chief Constable stated that in 2020 there had been 30 reports of dog thefts in Norfolk and 31% were recovered and returned to owners, so the public need to keep this in mind. He added that dogs are being stolen in burglaries and from kennels and not from walks, so recent social media stories have been misleading in relation to this. The Chief Constable stated that to help prevent this, dogs should be chipped, with the right security measures in place and any suspicious activity should be reported to 101. The Chief mentioned that social media and media were exacerbating this as cases were rare

8. Emergency Services Collaboration Group Update

- the Chief Constable stated that collaboration between police and the Fire Service continued, but hasn't moved as quickly as expected. The Chief Constable advised that he expected that the coming Comprehensive Spending Review will be difficult for the public sector and the Constabulary needed to ensure public money was being used efficiently and effectively. He added that there was money to be saved through better collaboration and this in turn will also improve service provided from the two organisations


9. Emerging Operational / Organisational Risks

- the Chief Constable stated that Covid-19 still presented a great challenge to the organisation and the Constabulary would assist with overseeing the transition

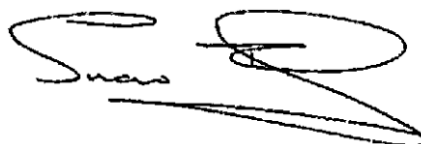
back to the easing of lockdown where it is expected that demand will increase for the summer months due to a range of local and national events. The Chief Constable stated that the Constabulary was preparing for the spending review and advised that next year is expected to be harder financially for the Constabulary. He stated that over £40m had been saved over the past decade and this was in the context of the increase in the volume of complex crimes

10. AOB

- the Chief Constable commended the PCC for his work during his tenure as PCC over the past five years and was grateful for the way he approached his role, challenged him appropriately and supported the Constabulary financially through the precept increases resulting in the Constabulary being stronger and more efficient and effective than when he was elected. He added that the PCC helped procure 21st century technology for modern policing challenges and had assisted to increase police officer numbers to more than they ever have been had. The PCC stated that he supported the Chief Constable's leadership, was grateful for the creative tension shown between them and added that the Constabulary was a top performing force. The PCC stated that he always wanted to protect the protectors and found the last five years fulfilling



.....
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: PCC Accountability Meeting – 9 July 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 2016-2021.

1. The report provides a high-level financial overview of the Constabulary Revenue for the year ending 31 March 2021.
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: Chief Finance Officer

REASON FOR SUBMISSION: For Discussion

SUBMITTED TO: PCC Accountability Meeting

SUBJECT: Financial Outturn Report for 2020/21

SUMMARY:

1. This report provides a high-level financial overview of the Group Revenue and Capital Budgets for the year ended 31 March 2021, a year that has been significantly impacted by the Covid-19 pandemic.
2. Due to the impact of the pandemic, and the risks associated with the financial impact in 2020/21 and on future year's funding, the constabulary took prudent actions to control spending and protect reserves. This response will provide a proportionate level of reserves to absorb any funding constraints that may arise in the expected 3-year Comprehensive Spending Review.
3. In addition, the government provided a number of funding streams for local authorities and the policing sector, some of these being provided very late on in the year and have therefore improved the outturn position.
4. As a result the revenue year-end position is a modest group underspend of £0.685m (0.39% of the net revenue budget).
5. The capital year-end position is an under-spend of £12.935m. This is due to the re-profiling of a significant estates scheme into 2021/22 and 2022/23.

RECOMMENDATIONS:

It is recommended that the PCC:

- notes the spending position for 2020/21 including the approved movements in reserves.

DETAIL OF THE SUBMISSION

1. OVERVIEW

- 1.1 This report is the financial outturn report for 2020/21. Obviously, this year has been significantly impacted by the Covid-19 pandemic and the impact this has had on policing, public finances and the wider economy. This created significant uncertainty both in terms of in-year forecasting but even more so in terms of the impact on future settlements.
- 1.2 In-year considerations included the additional costs of Personal Protective Equipment (PPE), additional ICT spending on laptops, and the loss of income as lockdown closed down courts, festivals and football.
- 1.3 Concerns regarding the impact on future funding were even more significant, and the risks still remain high. Central government funding will be considered in the expected 3-year Comprehensive Spending Review (CSR) and the challenges caused by the requirement to borrow significantly to deal with the pandemic will need addressing. In his budget on the 3rd March 2021, the Chancellor set this position out, and made it clear that this will be tackled in the coming years.
- 1.4 In addition to this, the usually reliable taxbase increase in Norfolk was at risk as a result of the economic impact in the county. This resulted in a 1.1% decrease in taxbase growth compared to forecasts, and there is a continued risk that taxbase could decline in 2021/22 rather than grow. Also, for the first time in many years there is a collection fund deficit impacting on 2021/22 and for a further 2 years.
- 1.5 In response to these emerging risks, the constabulary took early prudent actions. In terms of additional costs arising from policing the pandemic, the constabulary mitigated as much of this as possible. With growing concern regarding future funding, an in-year savings review was undertaken and this in effect “put the brakes on” spending in order to help build up a proportionate and prudent level of reserves for the coming CSR.
- 1.6 Finally, the constabulary’s strategic financial planning process for the years 2021/22 – 2024/25 was focussed on a significant amount of savings as the settlement for 2021/22 was unknown at this point, and the CSR remains a concern.
- 1.7 The risks of impact on service have been mitigated as far as possible, but these will be reviewed as the constabulary produces its Force Management Statement in early 2021/22 that looks at detailed demand and resourcing issues.
- 1.8 As the year progressed, the government provided funding for PPE, and introduced a scheme to help an element of the shortfall in income. Late in the financial year additional Covid-19 funding was provided. Local authorities have also received some support, an element of which feeds through to policing. This additional support from government has been welcome, but was difficult to predict in terms of amount and timing.
- 1.9 As a result of these prudent actions, and additional government support late in the year, the total Group Revenue Budget has a modest underspend of £0.685m at year end, 0.39% of the net revenue budget. This is a movement from the under-spend of

£0.571m reported in February and is primarily due to the movement in capital financing and reserves.

1.10 Appendix A shows the financial position for the group, comprising the PCC and the Constabulary.

1.10 The high-level summary is as follows:

	Budget 2020/21 £000	Full Year Outturn £000	Over(-)/Under spend	
			£000	%
Office of the Police and Crime Commissioner	1,089	944	145	13.33%
PCC Commissioning	1,737	1,140	597	34.37%
Transfer from reserves	(542)	55	(597)	110.15%
PCC Commissioning (net)	1,195	1,195	(0)	(0.04%)
Safecam	0	109	(109)	
Transfer from reserves	0	(109)	109	
Safecam (net)		0	0	
Chief Constable Operational Spending (including capital financing)	190,034	185,499	4,535	2.39%
Transfer to / (from) Reserves	(3,683)	312	(3,995)	108.47%
Chief Constable Operational Spending (net)	186,351	185,811	540	0.29%
Contribution to Reserves	928	1,419	(491)	(52.91%)
Specific Home Office Grants	(14,881)	(15,372)	491	(3.30%)
Total	174,682	173,997	685	0.39%

1.11 The approved movements in reserves (see Section 6) to balance the final underspend of £0.685m is:-

	£000
Transfer to PCC Reserve	(20)
Transfer to Efficiency Reserve	(125)
Transfer to Budget Support Reserve - Constabulary	(540)
Total	(685)

2. PCC REVENUE BUDGET

- 2.1 The Office of the PCC is underspent by £0.145m (13.33%) at the end of the year. This comprises £0.044m relating to staff pay due to recruitment delays and £0.101m non-pay as a result of lower legal fees, training costs, audit fees and publicity costs than budgeted. The transfer of £0.125m to the efficiency reserve will enable the PCC to utilise funds for one-off projects that support the Police and Crime Plan. The remaining £0.020m transferred to the PCC reserve is set aside to cover legal costs.
- 2.2 The PCC Commissioning net budget for 2020/21 is £1.195m. However, the PCC receives a grant from the Ministry of Justice for the commissioning of victims' services and this is £1.977m this year. The full budget and outturn is set out below: -

	Budget 2020/21 £000	Full Year Outturn £000	Over(-)/Under spend £000
Commissioning of all services, including those for victims	2,812	3,117	(305)
Less: Ministry of Justice Grant (MoJ)	(1,617)	(1,977)	360
Net (base) Budget 2020/21	1,195	1,140	55

- 2.3 The one-off allocation from the PCC Reserve of £0.542m to support the Commissioning Programme in 2020/21 will not be required to be transferred from reserves. Instead, a contribution of £0.055m will be transferred to reserves in order to support the programme in 2021/22.
- 2.4 In addition, during this year and throughout the Coronavirus pandemic, the OPCCN has worked with statutory and non-statutory (third sector/charity) organisations to address the additional needs required for victims of crime and those organisations who are supporting them. It became very clear during this period that the delivery of services, including specialist services have had to be changed to incorporate a whole new operating model. To this end the OPCCN has proactively, sought, bid for and were successful with a variety of national funds to bring financial support to the county and these are set out in the table below:

Fund	District	Value	Service/Status
Safer Streets Fund	Norwich City	£363,000	Secured - To target harden the most vulnerable wards against acquisitive crime
Safer Streets Fund – Round Two	Great Yarmouth	£78,837	Secured- To target harden the most vulnerable wards against acquisitive crime within the Gt Yarmouth District
Extraordinary Fund	All	£250,000	Secured - To support those services delivery to victims of domestic abuse and sexual violence
Extraordinary Fund – Round Two	All	£102,503	Secured - To support those services delivery to victims of domestic abuse and sexual violence
Sexual Violence Fund	All	£178,000	Secured - To support those with protected characteristics who have

NOT PROTECTIVELY MARKED

			victim to serious sexual offences/rape
National Probation Service	Great Norwich	£35,000	Secured - To support prison leavers who continually revolve around the Criminal Justice System
St Giles Trust	All	£45,078	Contribution to the WONDER+ Project
Public Health - Project ADDER	All	£10,000	Contribution to OPCCN Staffing Costs
Public Health - Project ADDER	All	£60,000	To support 'Pathway Out' Programme
Public Health Project ADDER – WONDER+	All	£67,250	Contribution to WONDER+ Project - Project Spend Commences 1st April 2021
Modern Slavery Fund	All	£3,000	To support work of the Modern Slavery Network
Home Office – Cumbria PCC	All	£127,755	To support work of Project ATOM – Enhanced digital forensic capability
Department of Works and Pensions	All	£35,000	To support 'Pathway Out' Programme
TOTAL SECURED		£1,355,423	

3. CONSTABULARY REVENUE BUDGET (including capital financing)

3.1 The total underspend by the Constabulary on the Revenue Budget (including capital financing) is £0.540m (0.03%) (see Appendix A(iii)). The main variances are explained below and provided in the following table:

	Budget 2020/21 £000	Outturn £000	Over (-) / Under Spend £000
Pay Related Costs	151,019	150,850	169
Other Employee Costs	1,717	1,423	294
Property Related Costs	16,558	16,390	168
Transport	3,562	2,922	640
Supplies and Services	15,086	14,958	128
Third party payments	3,885	3,764	121
Capital Financing	9,644	7,574	2,070
Corporate	630	0	630
Income	(12,067)	(12,382)	315
Transfer (from) / to reserves	(3,683)	312	(3,995)
Total	186,351	185,811	540

NOT PROTECTIVELY MARKED

3.2 **Pay Related Costs**

3.3 The overall underspend of £0.169m includes offsetting variances relating to officer and staff pay. An overspend of £0.561m within officer pay relates 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.

3.4 In workforce planning terms there was a net increase of 65 officers for this financial year, with strength at 1675 at year end, 50 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).

3.5 The underspend of £0.748m within staff pay is as a result of existing vacancies together with delays in recruitment as a result of the Covid-19 pandemic.

3.6 **Other Employee Costs**

The underspend of £0.294m relates to savings identified within corporate budgets together with lower training costs and conference fees than budgeted arising from the impact of lockdown restrictions.

3.7 **Property related costs**

The underspend of £0.168m relates to lower than budgeted expenditure within planned and reactive maintenance, electricity, hire of premises and PFI furniture and equipment, offset by additional costs in relation to security systems and variations in respect of the facilities management contract.

3.8 **Transport Related Costs**

The underspend of £0.640m relates to lower than budgeted expenditure within fuel, and travel expenses as a result of lockdown restrictions and increased use of mobile technology. There were also savings in motor insurance premiums arising from the increased risk management activities put in place, following the investment in telematics and dashcams and use of the data to put in place proportionate driver interventions. This is in addition to the amount that was identified within the in-year review of savings as outlined in previous monitoring reports.

3.9 **Supplies and Services Costs**

The under-spend of £0.128m includes lower expenditure in equipment, forensic costs, legal costs, the Force Medical contract, hotel accommodation and subsistence, offset by additional expenditure within insurance employer and public liability costs.

This outturn includes the additional costs incurred locally on Personal Protective Equipment (PPE). These costs have been captured and reported on a monthly basis to Covid Gold and Silver Commanders and OPCC throughout the year. 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 income.

3.10 **Third Party Costs**

The underspend of £0.121m primarily relates to a lower contribution to the Eastern Region Special Operations Unit, in line with the information provided.

3.11 **Capital Financing**

The under-spend of £2.070m includes £1.677m in relation to Revenue Contribution to Capital Outlay (RCCO). An additional contribution to RCCO of £1.783m was made possible through the in-year savings exercise, and this coupled with careful management of the capital programme resulted in a £3.460m contribution from reserves no longer being required. The remaining £0.393m under-spend relates to lower Minimum Revenue Provision (MRP) charges and interest paid than budgeted, as a consequence of delays in borrowing requirements for capital projects.

3.12 **Corporate budgets**

The underspend of £0.630m includes £0.556m as a result further savings identified, including the in-year savings exercise. This is consistent with previous monitoring reports, following a full review of savings achieved to date.

3.13 **Income**

The surplus of £0.315m primarily relates to additional mutual aid, charges for services including external training, and court income, offset by lower fees & charges and investment interest than budgeted. The under-achievement of income relating to fees and charges (£0.159m) is offset by the compensation for loss of income provided by the Home Office.

3.15 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 final reconciliation has been provided to the Home Office, which includes the full position including areas of surplus income, such as court costs, together with offsetting mitigating areas of spend, for example lower football overtime costs. The reimbursement relating to the loss of income and the purchase of medical grade PPE is captured within the outturn.

3.16 **Transfer from Reserves (Constabulary and Capital Financing)**

The budgeted transfer from reserves of £3.683m primarily related to Capital Financing and the contribution to the seven force collaboration team costs. The actual movement in reserves based on the final outturn is a contribution of 0.312m, primarily due to the additional RCCO resulting in no requirement to use the capital financing reserve as outlined in para 3.11. Further detail on reserves is provided in Section 6.

4. Savings

- 4.1 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, there is a shortfall of £0.133m against this target, as previously forecast. However, further savings of £0.689m have been taken to the centre providing a net benefit of £0.556m.
- 4.2 As a result of C19 and the potential impact this may have on the economy, the in-year position, 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 has 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 3.11 outlines an additional £0.893m (total £1.783m) contribution that will further help protect reserves.

5. SPECIFIC HOME OFFICE GRANTS

- 5.1 The budget of £14.881m relates to Home Office funding for PFI and other specific grants. In addition, the Government have announced an additional grant of £0.336m to enhance policing of Covid-19 restrictions. An enforcement plan has been developed and submitted to the Home Office setting out the plans for the use of this additional in-year funding.
- 5.2 Furthermore, the Home Office have provided an allocation to UK policing of £58m in respect of additional Covid Pressure funding. The additional allocation of £0.649m for Norfolk has therefore increased the total additional funding received to £0.985m. This is offset by a lower specific Home Office grant received compared to budget, reducing the surplus to £0.491m.

6. TRANSFER FROM RESERVES

- 6.1 As part of the Medium Term Financial Plan (MTFP) approved by the PCC in February 2020, the PCC Chief Finance Officer gave statutory assurances on the robustness of budget estimates, and the adequacy of balances and reserves. Following the outturn for 2020/21 those assurances still apply.
- 6.2 As per para 1.4 the approved movement in reserves to balance the final underspend of £0.685m is:-

	£000
Transfer to PCC Reserve	(20)
Transfer to Efficiency Reserve	(125)
Transfer to Budget Support Reserve - Constabulary	(540)
Total	(685)

6.3 The transfer in respect of the planned use of reserves is based on the final revenue and capital outturn, summarised in the table below:

Use of Reserves	Budget	Outturn	Variance
PCC Commissioning Plan	(542)	55	(597)
Constabulary:			
Transfer to reserve (carry forward)		307	(307)
Transfer to Regional Partnership Reserve		193	(193)
7 Force Collaboration Contribution	(175)	(175)	0
Carry Forward from 2019/20	(48)	(13)	(35)
Total Constabulary Use of Reserves	(223)	312	(535)
Capital Programme Funding from Reserves	(3,460)	0	(3,460)
Total transfer (from) / to Reserves	(4,225)	367	(4,592)
Transfer to reserves:			
Capital Efficiency and Improvement Reserve	928	928	0
Budget Support Reserve (Specific Grants)	0	491	(491)
Net transfer (from)/to Reserves	(3,297)	1,786	(5,083)

6.4 Please refer to Appendix B for additional information.

6.5 As reported in section 2, the utilisation of reserves to support the Commissioning plan was not required in 2020/21, and the net underspend of £0.055m against the Commissioning budget will be transferred to reserves.

6.6 With regard to the Constabulary, funds of £0.307m to be carried forward will be transferred to the Budget Support reserve, with £0.193m to be contributed to the Regional Partnership reserve. Overall, there is a lower requirement to use reserves to fund Constabulary costs by £0.535m as shown in the table above.

6.7 As reported in section 3, the planned use of reserves for the capital programme was not required due to the additional Revenue Contribution to Capital Outlay (RCCO), made possible by the in-year review of savings. This will allow an element of the reserves protected to be allocated to the Budget Support Reserve to help address any funding constraints arising as a result of the CSR. In total the Budget Support Reserve will be at the level of £3.3m.

6.8 The original budgeted transfer of reserves of £0.928m to the Efficiency reserve and the Loan Repayment reserve will be contributed to the Capital Efficiency and Improvement reserve, as outlined in the Medium Term Financial Plan and Reserve Strategy approved by the PCC in February 2021.

- 6.9 In line with the prudent actions taken by the Group as outlined throughout this report, and in anticipation of challenges within the CSR, general and earmarked reserves are now forecast to increase from £17.235m as at 31 March 2020 to £19.986m as at 31 March 2021. This is an in-year contribution to reserves of £2.751m (£1.786m planned use as per para 6.3, £0.685m group underspend contribution as per para 6.2, £0.254m Income Guarantee (General Grant) and £0.026m additional Council Tax surplus received in year) and compares to the budgeted use of £3.297m.
- 6.10 The planned level of reserves at the end of the period of the current MTFP is now forecast to be £14.537m, £1.726m higher than the assumed balance within the recently published MTFP of £12.811m. This is as a consequence of the additional contribution in 2020/21 of £3.149m (£2.751m contribution compared to use of £0.398m in the MTFP) and the assumed increase in use of Capital Financing reserve of £1.422m to fund additional capital slippage in 2021/22.

7. CAPITAL PROGRAMME

- 7.1 The current total approved Capital Programme is £24.447m including slippage from 2019/20 of £11.063m and the transfer of £1.732m and £0.963m to Table A in respect of the Norfolk Learning Centre and joint projects.
- 7.2 The outturn at year-end is £11.929m and the underspend is £12.518m. Appendix C provides the detailed capital programme, summarised in the table below.

	Original Budget	Changes to be approved	Revised Budget	Outturn	Variance
	£m	£m	£m	£m	£m
Slippage from 2019/20	11.063	0	11.063		
Table A – schemes approved for immediate start 1 April 2020	13.384	0	13.384		
Total Capital Programme	24.447	0	24.447	11.929	12.518
Table B – schemes requiring a business case or further report to PCC(s) for approval	1.801	0	1.801		
Table C – Longer term, provisional schemes requiring further reports	0	0	0		
Total	26.248	0	26.248		

- 7.3 The main underspends are due to re-profiling of the following Estates schemes:

- Attleborough £0.770m
- Broadland Police Station £9.195m
- OCC Car Park Works £0.300m
- Norfolk Learning Centre £0.592m

The remaining underspend of £1.661m relates to ICT, vehicle replacements and joint schemes.

8. SAFETY CAMERA PARTNERSHIP

- 8.1 The PCC currently holds earmarked reserves of £1.210m on behalf of partners for Norfolk Safecam. The partners are Norfolk County Council, Norfolk Constabulary and the PCC. The funds are used for on-going and new road safety initiatives.
- 8.2 The Safety Camera Oversight and Scrutiny Board, on which the OPCC and Constabulary are represented, has agreed options for spending this reserve during 2020/21.
- 8.3 Total expenditure of £0.375m has been incurred and income of £0.266m has been received following the offset of back office costs. The table below provides the detail.

Safety Camera Partnership Reserve Outturn	£000	£000
Reserve as at 31 March 2020		(1,210)
Provision held for winding up		250
Provision for new camera equipment and vehicles		70
Useable Reserve as at 1 April 2020		(890)
Net Income following offset of back office costs		0
Agreed Allocations:		
A47 Average Speed Camera Scheme – previously earmarked – Board to agree	0	
A10 Sechley – camera redirection	23	
Enforcement Van	15	
4 Roads Policing Officers	236	
Camera Enforcement Officer	6	
Speed Awareness Messaging	57	
A149 – additional average speed camera system	30	
A149 – Yr2 Warranty	8	
Total Agreed Allocations		375
Income surplus		(266)
Estimated Useable Reserve as at 31 March 2021		(781)

FINANCIAL IMPLICATIONS:

As per the report.

OTHER IMPLICATIONS AND RISKS:

There are a number of contingent liabilities in the draft 2020/21 Statement of Accounts. Should the circumstances relating to these contingent liabilities change, the Constabulary may need to fund these liabilities in accordance with accounting standards. If the obligation becomes more certain, this may have an impact on the 2020/21 outturn position. The draft accounts will be available on the PCC's and Constabulary's websites by mid July 2021. The PCC and Chief Constable will be informed of the impact on 2020/21 and 2021/22 in future budget monitoring reports.

**Corporate Monitoring Report at 31st March 2021
NORFOLK GROUP**

FULL SUMMARY OF INCOME AND EXPENDITURE

	Budget 2020/21	Outturn	(Over)/Under spend
	£000	£000	£000
Pay and Employment Costs	152,142	151,961	182
Other Employee Costs	1,747	1,437	310
Property Related	16,560	16,391	170
Transport Related	3,588	2,926	662
Supplies and Services	17,805	17,790	15
Third Party Payments	3,885	3,776	109
Capital Financing	9,644	7,662	1,982
Contingencies	1,172	0	1,172
Movement to / from Reserves	(3,298)	1,786	(5,084)
TOTAL EXPENDITURE	203,246	203,728	(482)
Grant, Trading and Reimb Income	(28,564)	(29,731)	1,167
TOTAL INCOME	(28,564)	(29,731)	1,167
NET INCOME/EXPENDITURE	174,682	173,997	685

Appendix A(i)

**Corporate Monitoring Report at 31st March 2021
NORFOLK PCC**

OPCC SUMMARY OF INCOME AND EXPENDITURE

	Budget 2020/21	Outturn	(Over)/Under spend
	£000	£000	£000
Pay and Employment Costs	861	817	44
Other Employee Costs	21	5	16
Property Related	3	1	2
Transport Related	26	4	22
Supplies and Services	178	106	72
Third Party Payments	0	12	(12)
Total OPCC Budget	1,089	944	145
Movement to / from Reserves	928	1,419	(492)
TOTAL EXPENDITURE	2,016	2,363	(346)
Grant, Trading and Reimb Income	(14,881)	(15,372)	492
TOTAL INCOME	(14,881)	(15,372)	492
NET INCOME/EXPENDITURE	(12,864)	(13,010)	145

Appendix A(ii)

NORFOLK PCC

COMMISSIONING SUMMARY OF INCOME AND EXPENDITURE

	Budget 2020/21	Outturn	(Over)/Under spend
	£000	£000	£000
Pay and Employment Costs	262	293	(32)
Other Employee Costs	9	9	(0)
Supplies and Services	3,083	2,725	357
Third Party Payments	0	1	(1)
Capital Financing	0	88	(88)
Movement to / from Reserves	(542)	55	(597)
TOTAL EXPENDITURE	2,812	3,172	(360)
Grant, Trading and Reimb Income	(1,616)	(1,977)	360
TOTAL INCOME	(1,616)	(1,977)	360
NET INCOME/EXPENDITURE	1,195	1,195	0

NOT PROTECTIVELY MARKED

**Corporate Monitoring Report at 31st March 2021
Norfolk Constabulary - excluding Safecam**

CONSTABULARY SUMMARY OF INCOME AND EXPENDITURE

	Budget 2020/21	Outturn	(Over)/Under spend
	£000	£000	£000
Pay and Employment Costs	151,019	150,850	169
Other Employee Costs	1,717	1,423	294
Property Related	16,558	16,390	168
Transport Related	3,562	2,922	640
Supplies and Services	15,086	14,958	128
Third Party Payments	3,885	3,764	121
Capital Financing	9,644	7,574	2,070
Contingencies	630	0	630
Movement to / from Reserves	(3,683)	312	(3,995)
TOTAL EXPENDITURE	198,418	198,193	225
Grant, Trading and Reimb Income	(12,067)	(12,382)	315
TOTAL INCOME	(12,067)	(12,382)	315
NET INCOME/EXPENDITURE	186,351	185,811	540

RESERVES SUMMARY - NORFOLK													Appendix B
PROJECTION OF RESERVES LEVELS:	Total General Reserve	Budget Support Reserve	Invest to Save Reserve	Capital Financing and Efficiency Improvement Reserve	Maturity Loan Repayment Reserve	Insurance Reserve	Regional Partnership Reserve	Community Safety Reserve	Efficiency Reserve	PCC Reserve	Total Earmarked Reserve	Total General and Earmarked Reserves	Safety Camera
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
31/03/2020 Forecast	4,475	1,310	2,125	5,609	598	1,000		500		1,618	12,760	17,235	1,210
Proposed Changes 2020/21:													
Transfer to Revenue from Reserves		(188)						(144)		(42)	(374)		266
Reallocation between reserves		542		(542)		(144)		144			0		(375)
Contribution to Reserves		1,618		1,526	(598)		193		125	261	3,125		
31/03/2021 Forecast	4,475	3,282	2,125	6,593		856	193	500	125	1,837	15,511	19,986	1,101
Proposed Changes 2021/22:													
Transfer to Revenue from Reserves			(325)	(1,709)						(502)	(2,536)		
Transfer from Reserves 7F Team			(175)								(175)		
Reallocation between reserves	100	(100)									(100)		
Transfer to Revenue from Reserves - CT deficit		(700)									(700)		
Contribution to Reserves				250							250		
31/03/2022 Forecast	4,575	2,482	1,625	5,134		856	193	500	125	1,335	12,249	16,824	1,101
Proposed Changes 2022/23:													
Transfer to Revenue from Reserves			(321)	(1,397)						(342)	(2,060)		
Transfer to Revenue from Reserves - ESN				(33)							(33)		
Transfer to Revenue from Reserves - 7F team			(179)								(179)		
Reallocation between reserves	100	(100)									(100)		
Transfer to Revenue from Reserves - CT deficit		(150)									(150)		
31/03/2023 Forecast	4,675	2,232	1,125	3,704		856	193	500	125	993	9,727	14,402	1,101
Proposed Changes 2023/24:													
Transfer to Revenue from Reserves			(317)	(780)						(94)	(1,191)		
Transfer to Revenue from Reserves - ESN				(287)							(287)		
Transfer to Revenue from Reserves - 7F team			(183)								(183)		
Reallocation between reserves											0		
Transfer to Revenue from Reserves - CT deficit		(150)									(150)		
Contribution to Reserves	50		50	0							50		
31/03/2024 Forecast	4,725	2,082	675	2,637		856	193	500	125	899	7,966	12,691	1,101
Proposed Changes 2024/25:													
Transfer to Revenue from Reserves			(311)	0						(12)	(323)		
Transfer to Revenue from Reserves - ESN				(1,068)							(1,068)		
Transfer to Revenue from Reserves - 7F team			(189)								(189)		
Reallocation between reserves											0		
Contribution to Reserves				3,426							3,426		
31/03/2025 Forecast	4,725	2,082	175	4,995		856	193	500	125	887	9,812	14,537	1,101

NORFOLK ONLY								
PROJECT	Requested Slippage (19/20)	Budget (Table A)	Budget (Table B+C)	Current Budget (Slippage & Table A)	Outturn	Under/Over(-)	Table A Slippage	Table B Slippage
Gateway 11 Car Parking	7,500	0	0	7,500	6,964	536	0	0
Attleborough - New Build at Fire Station.	688,344	85,350	0	773,694	4,122	769,572	769,572	0
Carbon Management	10,000	0	0	10,000	1,195	8,805	8,805	0
Kings Lynn - Remodelling.	0	0	0	0	7,091	-7,091	0	0
Bethel Street - Remodelling.	0	0	0	0	4,122	-4,122	0	0
2020 East Hub - Broadland Gate	5,468,735	6,000,000	0	11,468,735	2,403,122	9,065,613	9,194,628	0
2020 West Hub - Swaffham	2,616,999	0	0	2,616,999	2,487,984	129,015	0	0
Holt Fire Service Collaboration	73,381	0	0	73,381	68,987	4,394	0	0
Reepham Fire Service Collaboration	50,163	0	0	50,163	103,011	-52,848	0	0
OCC WYMONDHAM CAR PARK WORKS	300,000	0	0	300,000	0	300,000	300,000	0
Norfolk Learning Centre - Hethersett	0	1,731,788	50,000	1,731,788	1,140,173	591,615	591,615	0
OCC CCR Refurbishment	0	0	150,000	0	0	0	0	0
	9,215,122	7,817,138	200,000	17,032,260	6,230,891	10,801,369	10,864,620	0
ICT Replacements - Desktop Services	219,000	636,000	0	855,000	844,531	10,469	10,469	0
ICT Replacements - Communications	0	92,000	0	92,000	66,821	25,179	23,261	0
Thin Client Replacement	12,000	74,000	0	86,000	85,820	180	0	0
ICT - Additional 2020 Requirements	448,210	500,000	0	948,210	8,084	940,126	940,126	0
ANPR Vehicle Kit Refresh	0	50,000	0	50,000	40,628	9,372	9,372	0
	679,210	1,352,000	0	2,031,210	1,045,883	985,327	983,228	0
Vehicle Replacement Programme	123,867	748,000	0	871,867	796,553	75,314	298,000	0
X2 Taser Programme (Norfolk Only)	0	416,350	0	416,350	416,350	0	0	0
Athena	0	57,441	0	57,441	57,441	0	0	0
	123,867	1,221,791	0	1,345,658	1,270,344	75,314	298,000	0
Norfolk Safecam Reserve - A149 Scheme	0	0	0	0	30,218	-30,218	0	0
Moonshot Vehicles and Camera Equipment	0	0	0	0	-1,750	1,750	0	0
Drones	0	0	0	0	76,504	-76,504	0	0
ANPR Camera at A143 St Olaves	0	0	0	0	9,091	-9,091	0	0
Norfolk Safecam Reserve - Setchey Bi-Directional Camera	0	0	0	0	23,522	-23,522	0	0
Vehicles Revenue Funded	0	0	0	0	27,759	-27,759	0	0
Norfolk Grant Funded Tasers	0	0	0	0	81,675	-81,675	0	0
County Lines Van – Norfolk Drugs Fund	0	0	0	0	13,500	-13,500	0	0
Project ATOM Equipment	0	0	0	0	88,332	-88,332	0	0
	0	0	0	0	348,851	-348,851	0	0
	10,018,199	9,974,379	200,000	19,992,578	8,895,970	11,096,608	12,145,848	-
Norfolk Capital Projects	10,018,199	9,974,379	200,000	19,992,578	8,895,970	11,096,608	12,145,848	-
Norfolk Share of Joint Projects	1,044,958	3,408,939	1,601,219	4,453,897	3,032,518	1,421,379	1,511,283	539,075
	11,063,157	13,383,318	1,801,219	24,446,475	11,928,488	12,517,987	13,657,131	539,075
				26,247,694				

NOT PROTECTIVELY MARKED

JOINT

PROJECT	Requested Slippage (19/20)	Budget (Table A)	Budget (Table B)	Current Budget (Slippage & Table A)	Outturn	Under/Over(-)	Table A Slippage	Table B Slippage
ICT								
Joint ICT Replacements - Servers	79,412	884,000	0	963,412	739,616	223,796	223,796	0
Joint ICT Replacements - Communications	-	0	0	0	240	-240	0	0
ICT Replacements - Network	97,191	707,218	0	804,409	533,430	270,979	270,979	0
Microwave Refresh	-	40,000	0	40,000	28,100	11,900	11,900	0
ANPR Cameras	-	130,000	0	130,000	82,024	47,976	0	0
Telematics	22,555	0	0	22,555	25,836	-3,281	10,866	0
ERP Change Control	-	0	0	0	-31,900	31,900	0	0
Live Link Project	21,109	0	0	21,109	17,827	3,282	0	0
CCR Telephony	146,225	0	0	146,225	527	145,698	145,698	0
Digital Strategy -Frontline Mobile Devices	92,898	0	0	92,898	60,515	32,383	32,383	0
WAN Contract Renewal	2,532	0	0	2,532	0	2,532	0	0
GIS Replacement	95,357	0	0	95,357	111,499	-16,142	0	0
Video Conferencing	34,389	100,000	0	134,389	78,033	56,356	56,356	0
PROMAT3	33,730	0	0	33,730	0	33,730	33,730	0
Digital Recording/Streaming	236,808	0	0	236,808	118,073	118,735	118,734	0
Mobile Device Replacement Programme	-	217,000	0	217,000	174,919	42,081	42,081	0
BWV Device Replacement Programme	-	84,500	0	84,500	84,500	0	0	0
Protective Monitoring Software PSD	9,900	0	0	9,900	0	9,900	0	0
Windows 10	64,619	0	0	64,619	73,236	-8,617	0	0
Body Worn Video	63,301	0	0	63,301	166,642	-103,341	0	0
Mobile Workflow	283,968	0	200,000	283,968	156,447	127,521	127,521	200,000
Digital Public Contact	-	0	184,248	0	0	0	0	58,075
DAMS (Digital Asset Management)	554,433	0	100,000	554,433	13,807	540,626	540,626	100,000
DFU Storage Expansion	-	313,365	0	313,365	318,044	-4,679	0	0
Airwave Handset Replacement	-	1,438,000	0	1,438,000	1,598,160	-160,160	0	0
Covert Airwave Upgrade	-	108,000	0	108,000	9,557	98,443	0	0
ERP Upgrade Project	-	800,000	1,400,000	800,000	204,851	595,149	595,149	0
Sailpoint ERP	-	100,000	0	100,000	28,262	71,738	51,738	0
OPAS OH Case Management System	-	30,000	0	30,000	21,785	8,216	8,216	0
DMS Upgrade	-	100,000	0	100,000	0	100,000	100,000	0
Next Generation Computing Trial	-	50,000	0	50,000	10,209	39,791	39,791	0
National Enablers Programme (NEP)	-	0	120,000	0	0	0	0	54,000
Single Online Home (SOH)	-	0	14,000	0	0	0	0	0
Equipment & Other								
Joint X2 Taser Upgrade Programme	-	605,600	0	605,600	594,419	11,181	0	0
Genie/Clearcore	1,287	0	100,000	1,287	0	1,287	0	100,000
Website Upgrade Project	-	125,000	0	125,000	50,297	74,703	74,703	0
LACHS Upgrade	-	0	0	0	0	0	7,500	0
Radio Frequency Capacity	-	0	237,000	0	0	0	0	237,000
FCIU ACCELEROMETERS	-	30,000	0	30,000	0	30,000	30,000	0
RAPT ANPR Vehicle Equipment	-	115,000	0	115,000	0	115,000	115,000	0
SPEED DETECTION DEVICE REPLACEMENT	-	23,970	0	23,970	0	23,970	23,970	0
Firearms Various	-	0	87,800	0	0	0	0	70,000
CycFreedom Replacement (Info Man)	-	0	110,000	0	0	0	0	0
ANPR Hub - Cleartone App	-	0	16,000	0	0	0	0	0
ERP Projects Various	-	0	250,000	0	0	0	0	130,000
Grant & Additional Revenue Funding								
ESN ICCS Upgrade	-	0	0	0	0	0	0	0
Redspeed Software Upgrade (SafeCam)	-	0	0	0	18,895	-18,895	0	0
Operational Equipment Revenue Funded	-	0	0	0	19,163	-19,163	0	0
TOTAL	1,839,714	6,001,653	2,819,048	7,841,367	5,307,013	2,534,354	2,660,736	949,075
Joint Capital Projects Norfolk	1,044,958	3,408,939	1,601,219	4,453,897	3,032,518	1,421,379	1,511,283	539,075
Joint Capital Projects Suffolk	794,756	2,592,714	1,217,829	3,387,470	2,274,495	1,112,975	1,149,453	410,000
	1,839,714	6,001,653	2,819,048	7,841,367	5,307,013	2,534,354	2,660,736	949,075
		7,841,367						

NOT PROTECTIVELY MARKED

ORIGINATOR: Head of Estates.

REASON FOR SUBMISSION: For Information.

SUBMITTED TO: PCC Accountability Meeting – July 2021.

SUBJECT: **Priority 7 – Good Stewardship of Taxpayers Money**
- 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 of services, with 2 to 3 month delays on some site PAT and fire extinguisher testing due to limitations on multiple site visits in one day during COVID restrictions.

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 now providing both a takeaway and reduced table service basis. 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 & Facilities Department has finalised the open market tender of the new Broadland Police Station via the national Bluelight Procurement Hub. The tender was won by RG Carter of Norwich.

2.5 Site set up will commence from 2nd August 2021 and the building works will commence from 23rd August 2021 for 52 weeks.

2.6 The new site will provide the eastern investigations hub which is planned to be fully operational by November 2022.

2.7 ACLE:

2.8 It is planned to relocate services to the new Broadland Police Station and share facilities at Acle Fire Station to maintain a local Beat Manager presence and police visibility in Acle.

2.9 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.

2.10 SPROWSTON:

2.11 It is planned to relocate services to the new Broadland Police Station.

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

2.13 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.

2.14 WEST HUB – SWAFFHAM POLICE STATION:

2.15 The new Swaffham Police Station located at the Eco-Tec Business Park, Swaffham is complete and fully operational.

2.16 Following public tender Pentaco Construction was appointed to build the new Swaffham Police Station. Pentaco Construction handed over the building on 23rd November 2020. During December 2020 various police units moved into the building to bring the site into full operational use.

- 2.17 The former Swaffham Police Station site on Westacre Road is planned to be sold and has been advertised for sale on the open market via NPS Group for the sum of £400K + VAT. A number of bids have been received and are currently subject to estates related due diligence checks, as they include various planning conditions.

3.0 EMERGENCY SERVICES COLLABORATION:

3.1 HOLT:

- 3.1.1 The move to new premises added onto the Holt Fire Station site is now complete.
- 3.1.2 Fisher Bullen Builders of Fakenham completed the build project on 21st January 2021. The new Holt Police Station became fully operational on 2nd June 2021.
- 3.1.3 Outline planning permission has now been granted by North Norfolk District Council on 30th July 2019 for the demolition of the old police station buildings and the erection of 8 new dwellings. The existing police station site is now on the open market for sale via NPS Group for the sum of £800K + VAT.

3.2 REEPHAM:

- 3.2.1 The move to new premises added onto the Reepham Fire Station site is complete.
- 3.2.2 The Reepham Fire Station police accommodation is now operational and the old Reepham market place police station was handed back to the landlord on 31st 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 **NORTH LYNN:**
- 4.2.1 The site of the former North Lynn Police Station at Mayflower Avenue, King's Lynn has been advertised for sale on the open market via NPS Group for the sum of £200K + VAT. A number of bids have been received and sale recommendations will be put forward to the PCC's Estates Board.

4.3 TUCKSWOOD – NORWICH:

- 4.3.1 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.
- 4.3.2 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.
- 4.3.3 The grant of planning permission for 3 dwellings on the site was granted by Norwich City Council on 26th September 2019.
- 4.3.4 The site has been advertised for sale on the open market via NPS Group for the sum of £330K + VAT. A number of bids have been received and sale recommendations will be put forward to the PCC's Estates Board.

4.4 STALHAM – DEVELOPMENT LAND:

The former police station development site located on Yarmouth Road, Stalham has been advertised for sale on the open market via NPS Group for the sum of £200K + VAT. A number of bids have been received and sale recommendations will be put forward to the PCC's Estates Board.

5.0 TRAINING ACCOMMODATION:

- 5.1 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).
- 5.2 The first phase of four classrooms has opened. Tutor offices, meeting space and scenario rooms have opened in December 2020. A further 8 classrooms, and driving school opened in mid-March 2021
- 5.3 The former VI form block was also completed at the end of June 2021. The former VI form block now provides student break out kitchen / rest facilities with a conference room at first floor level.
- 5.4 Future works in the second half of 2021 will attend to the main hall back roof repairs, internal refurbishment to the barn and part car park resurfacing.
- 5.5 Future recommendations relating to these proposed works will be '*commercial in confidence*' due to the open market tender process for the works. Results 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.

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

		COUNTY		
Area	Indicator	Last 12 months	Long term average	Difference
Good Stewardship of Taxpayers' Money	% Emergencies in target	90.5%	89.7%	+0.8 p.pt
	% of 999s answered within 10 seconds	91.1%	90.6%	+0.5p.pt
	Average time to answer 101* calls (county Only)	04:43	N/A	N/A
	% of public who agree police are doing a good job (Crime Survey for England and Wales - CSEW)**	Data Unavailable		

Date range used for indicators is 01/04/2020 – 31/05/2021.

*This figure represents the average answer time for 101 calls that have **not** been re-routed through to a self-service option **and** have already passed through the Switchboard. 101’s that are not resolved by switchboard are triaged into either emergency, priority, routine, or advice calls which continue on to a communications officer. 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).

** Due to methodology and output changes in light of Covid-19, there have been no police force level CSEW confidence data releases since March 2020. The interim telephone survey methodology does not generate sufficient sample sizes to provide an assessment at police force level, and prevents some questions being asked that would ordinarily have featured in the face to face interviews.

There is currently no indication as to when, how or if the previous survey format will be reintroduced, but it is likely that this data will not be produced or accessible for the foreseeable future. SBOS regularly check for further updates and this document will be updated as and when such updates are provided.

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 June 2020 to May 2021, 92% of emergencies in urban areas were attended within the target time and 88.4% of rural emergencies were attended within the target time.
- A reduction in 999 calls following peak levels in August 2020 is set against a slight improvement in the proportion of emergency incidents that are attended within the target time (90.5% in the last 12 months compared to 89.7% as a long term average), indicating that the Constabulary are effectively managing demand. The number of CADs recorded as Grade A (emergency response) over the 12 months up to the end of May 2021 (42,640) is comparable to the long term average (42,687), and is set against a slight increase of 2.4% in the number of CADs recorded as Grade B (priority response) over the same period (46,471 to 47,468).

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 dropped in January and February of 2021 to their lowest level for two years before increasing again in March. 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 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	21/22
Apr	6485	6731	7602	8324	8968	7169	8397
May	7213	7470	8480	8701	9536	8601	9163
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	6940	
Feb	6087	6766	6668	8301	9079	6724	
Mar	6793	7205	8017	9042	8362	8079	

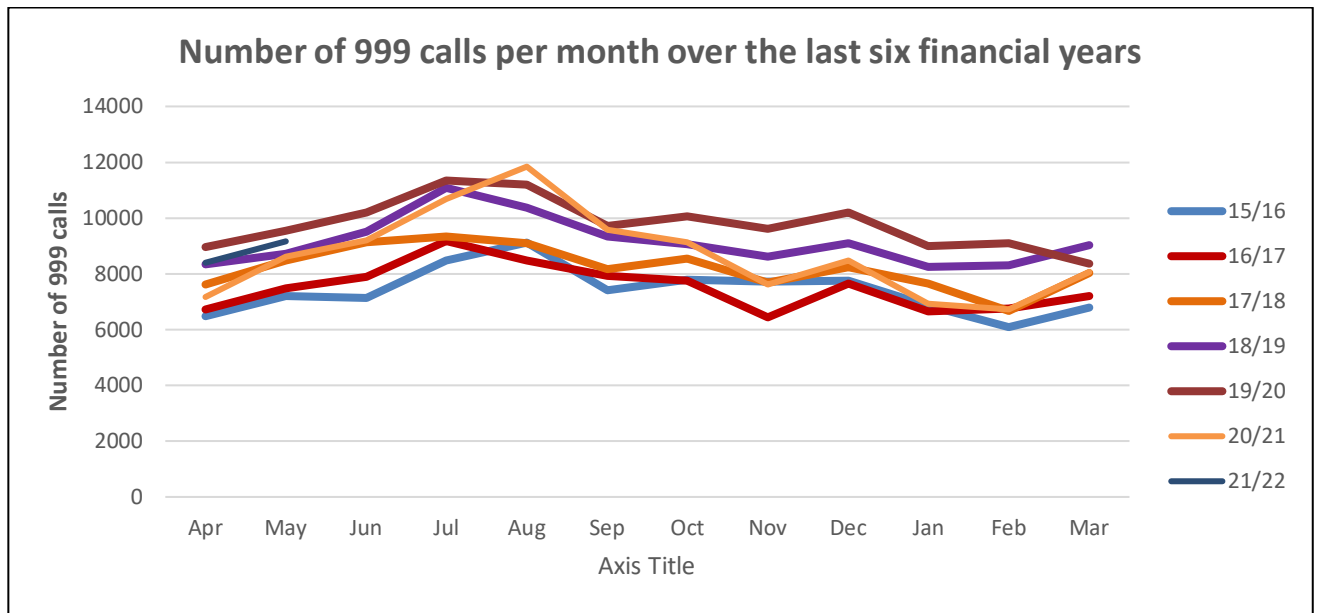


Figure 1: Number of 999 calls received in Norfolk by financial year 2015/16 – 2020/21, and the first two months of 2021/22

Answering 101 calls

- Just under 277,000 101 calls were received into the Switchboard during the current period of which the Switchboard Team resolved 49%.
- On average across the period 01/06/2020 – 31/05/2021, the Force has answered post-Switchboard 101 calls within 4 minutes 33 seconds. Whilst comparison to the LTA cannot yet be provided due to having not yet accumulated four years’ worth of data, comparison against the previous 12 months can be provided. On average for the period 01/06/2019 – 31/05/2020 the Force answered post-Switchboard 101 calls within 4 minutes and 43 seconds, indicating that the Force is still operating in line with previous levels of service.
- Over the period 01/06/2020 – 31/05/2021, almost 140,000 101 calls were received by CCR Communication Officers (post-Switchboard and including Night Service).

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. Due to COVID-19 restrictions, face-to-face surveys by a researcher in the home of the participant have not taken place since March 2020 and are now being undertaken by telephone. This has resulted in no recent CSEW confidence data being published, and with no current indication as to when, how or if the survey will return to its previous format. It is likely that this data will not be produced for the foreseeable future, however SBOS will provide updates as soon as they are available.

- 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 and force performance 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 (12 months ending Q4 2020/2021):

- 90% of respondents think police are doing a good or excellent job.
- 85% of respondents indicated they had confidence in the police in their local area.
- 87% of respondents indicated they were confident they would get a good service if they reported a crime or incident.
- 92% 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 78% after dark.
- 69% of respondents felt police understood the issues affecting their community.



NORFOLK
CONSTABULARY
Our Priority is You

ORIGINATOR: T/DCC Megicks

REASON FOR SUBMISSION: For Noting

SUBMITTED TO: PCC Accountability Meeting – July 2021

SUBJECT: An Update on the Constabulary’s Response to the Changes to the Code of Practice for Victims of Crime.

SUMMARY:

Since its introduction the Constabulary has worked to support partnership improvements as well as drive forward changes within the police response. With the code receiving a further revision this year this report sets out;

- The background to the code
- The new rationalised list of the 12 key rights victims have
- An overview of the Constabulary’s new strategy for supporting victims
- The initial steps the Constabulary are taking to work to improve the policing response and therefore better support victims.

RECOMMENDATIONS:

It is recommended that the PCC: Note the report.

1. INTRODUCTION

1.1 The Victims Code of Practice for Victims of Crime (VCOP or also known as “the code”) has provided all criminal justices partners with a formal set of objectives as to the services victims should expect.

1.2 Since its introduction the Constabulary has worked to support partnership improvements as well as drive forward changes within the police response.

1.3 With the code receiving a further revision this year this report sets out;

- The background to the code.
- The new rationalised list of the 12 key rights victims have.
- An overview of the Constabulary’s new strategy for supporting victims.
- The initial steps the Constabulary are taking to work to improve the policing response and therefore better support victims.

2. BACKGROUND

2.1 The Code of Practice for Victims of Crime is a statutory code that sets out the expectation of the minimum service level a victim should receive from the criminal justice system. It was passed into law in 2004 and came into effect in 2006. Nationally the Commissioner for Victims and Witnesses has a statutory duty to keep the code under review.

2.2 The code defined what each criminal justice agency must do for victims and the timeframes in which they should look to action their responsibilities.

2.3 On 1 April 2021 a revised edition of the code was launched. The main changes included;

- Rationalising the code to focus on 12 key areas or right for the victim.
- Allowing the victim to decide the frequency around when they would like updates
- Ensuring a rationalisation of contact points so victims know who to speak with about their case.
- Empowering officers and staff to have more discretion as to when it would be appropriate to record a Victim’s Personal Statement (VPS).
- A greater emphasis on explaining to the victim why a decision was made.

2.4 The 12 key rights for victims are summarised below;

- Right 1 – To be able to understand and be understood. Victims should be provided information in a way that they can understand it including where necessary, access to interpretation and translation services.
- Right 2 – To have the details of the crime recorded without unjustified delay.
- Right 3 – To be provided with information when reporting the crime. Victims have the right to receive written confirmation when reporting a crime as well as information about the criminal justice process and the support programmes for victims.

- Right 4 – To be referred to services that support victims and have services and supported tailored to the victims needs.
- Right 5 – To be provided with information about compensation. Where this is eligible a victim should be informed as to how they can claim for any loss, damage or injury that resulted from the crime.
- Right 6 – To be provided with information about the investigation and prosecution. Victims should receive updates and be informed when important decisions are taken. There should also be defined opportunities for a victim to challenge key decisions and ask for the matter to be reviewed.
- Right 7 – To right to make a Victims Personal Statement (VPS). This is an opportunity for victims to tell the court about how the crime has affected them.
- Right 8 – To be given information about the trial, trial process and their role as a witness. For those required to give evidence there is a duty on the agencies to ensure that information and support is provided in the build up in a timely way.
- Right 9 – To be given information about the outcome of the case and any appeals.
- Right 10 – To be paid expenses and have property returned.
- Right 11 – To be given information about the offender following a conviction. Where eligible, a victim will have a right to be provided with an update around an offender's progress in prison and when or if they become eligible for parole or release.
- Right 12 – To make a complaint when the rights are not met.

2.5 The Office of the Police and Crime Commissioner and the Ministry of Justice have oversight of the implementation of the code and its responsibilities. In the future the Constabulary and partners will have to report progress and performance to the Home Office through an official data return.

2.6 The impact of COVID has further raised the profile and importance of compliance with the code with all partner agencies. The pandemic created a significant impact on court processes that has led to delays in cases. There has been an obvious knock on effect to victims having to wait longer for justice. The impacts of these delays on the welfare of victims should not be underestimated and all agencies are working together across the wider Criminal Justice system to ensure continued support is offered and that engagement in the case continues. The joint Norfolk and Suffolk Local Criminal Justice Board (LCJB) oversees the action plan to recover services post Covid and the Constabulary and the Office of the Police and Crime Commissioner are active members of the board.

3. WAY FORWARDS

3.1 Having already recognised the importance of this work Norfolk and Suffolk Constabularies established a Supporting Victims Group three years ago which meets bi-monthly. The membership includes both the Norfolk and Suffolk Offices of Police and Crime Commissioners. The purpose of the group was to oversee and

develop the policing response to the code for those areas the police had responsibility for and to monitor compliance. The group also reports into the LCJB's Victim and Witness subgroup to ensure a link to the work also taking place across the wider partnership.

3.2 The work to date has resulted in a significantly increased focus on supporting victims. The involvement of the Offices of Police and Crime Commissioners has ensured that the activity is also aligned with the commissioning of victim's services.

3.3 Following the launch of the new code in April 2021, the group has developed a new strategy to drive activity and coordinate the approach across the operational policing environment.

3.4 The new strategy focuses on four broad themes;

- Create Confidence – build the confidence of victims and witnesses to report and remain engaged with the criminal justice process. This element focuses on learning and development. It will look to ensure staff have the right training and spotlight the right behaviours and attitudes victims should expect. It will also include a feedback loop looking to use victims' experiences to shape service delivery.
- Provide support – support vulnerable victims and witnesses through the Criminal Justice System. The aim of this component of the strategy is to support those who are perceived as vulnerable. Here, the focus is on ensuring correct links to specialist support services when required, ensuring relevant staff have the specialist training to support the investigative approach and to develop the opportunity to utilise intermediaries when required.
- Delivery a quality service – deliver a consistent, good quality service to victims and witnesses. This section of the strategy will look at the developing implications of the code, ensure relevant material is produced and disseminated setting out responsibilities for operational staff.
- Demonstrate compliance and quality – continue to manage VCOP obligations to increase compliance and raise victim satisfaction. Continuous improvement is the focus of the final section alongside developing the performance agenda to help monitor and target improvement.

3.5 Alongside the strategy the group has commenced significant workforce engagement to ensure officers and staff are aware of the 12 elements of the code and understand their responsibilities in its delivery. The group did have a concern that not all officers were accurately recording the work they do that would enable the Constabulary to properly assess progress. As a result, alongside briefing packs and articles on the Constabulary intranet, the group also signed off on a significant number of webinar events aimed at guiding officers through accurate recording that will assist the group to fully understand the picture around compliance. The webinars were delivered twice daily for 3 weeks using the Microsoft Teams platform which in turn helped reduce the time officers were abstracted from front line duties. This material has now been made available for reference on the Constabularies' Learning Management System (LMS).

3.6 The group will also continue to develop the performance agenda to monitor progress. At this time Norfolk and Suffolk Joint Justice Services oversee a number of internal audits, both by operational managers across the force as well as their own departmental work. This helps provide an oversight on progress across a number of the code's rights. In the future the aim will be to develop the technology to further automate and support this data checking on the Constabulary's crime recording system. The developing regular audit processes will be shared regionally and nationally and form part of the official Ministry of Justice return.

3.7 There are though some positives to acknowledge from the data already being collected;

- Early signs are that the staff engagement has had a positive effect on the recording of VPS. In March 2021 the number of VPS offered by staff recorded on the system was 62, the same number as February. Since the engagement events this rose to 106 in April 2021 and 234 in May 2021.
- When looking at the data collected on parties being updated with the outcome of a case, compliance has risen from 76.9% in February 2020 to 96.7% in March 2021.
- The data around ensuring victims are updated in a timely fashion also shows improvement, in February 2020 it was 67%, in March 2021 this had risen to 91.5%.

3.8 As mentioned in the background above, due to the delays within the court system caused by the pandemic, the national data suggests that the workloads of Witness Care Units has risen by 75%. This issue was picked up by the Victims Group and this led in turn to the Office of the Police and Crime Commissioner supporting additional investment. This financial support enabled additional team members to be recruited which had the dual benefits of providing a better service to victims as well as supporting the wellbeing of staff within the team.

4. NEXT STEPS

4.1 The next steps of the Victims Group will be to focus on two key areas across the next few months;

- Victim Personal Statements (VPS) - Data on Victim Personal Statements has enabled the sub group to understand more about how, when and why these statements are made. The focus will be on ensuring that a corporate and consistent approach is developed as to when they are offered to victims to ensure the best overview from the victims' perspective is obtained.
- Needs Assessments – These should be completed for victims who are deemed vulnerable, intimidated, persistently targeted or subject to the most serious crimes. The Constabulary wants to develop a more robust assessment mechanism to minimise the risk of these circumstances not being spotted by the investigators. Work is progressing to develop an electronic solution that will work on officers' mobile devices.

5. RECOMMENDATION

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

END.

FINANCIAL IMPLICATIONS:

NIL at this time.

OTHER IMPLICATIONS AND RISKS:

NIL at this time.

		COUNTY			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	58.9%	61.0%	-2.1p.p	
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	49.9%	50.5%	-0.6p.p	
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	33.5%	37.4%	-3.9p.p	
	Solved rate (Domestic Abuse)	8.6%	12.8%	-4.2p.p	
	Solved rate (Rape)	5.8%	4.2%	1.6p.p	
	Solved rate (other Serious Sexual Offences)	7.7%	6.8%	0.9p.p	
	Solved rate (Child Sexual Abuse)	11.8%	9.2%	2.6p.p	
	Solved rate (Hate Crime)	11.4%	15.5%	-4.1p.p	
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

*** Data regarding the court hearings has been denied by CPS for a public audience.

KING'S LYNN & WEST NORFOLK

Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	59.5%	62.7%	-3.2p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	49.8%	46.7%	3.1p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	34.6%	34.7%	-0.1p.p
	Solved rate (Domestic Abuse)	10.1%	13.5%	-3.4p.p
	Solved rate (Rape)	3.6%	5.9%	-2.3p.p
	Solved rate (other Serious Sexual Offences)	9.3%	9.8%	-0.5p.p
	Solved rate (Child Sexual Abuse)	15.4%	11.3%	4.1p.p
	Solved rate (Hate Crime)	12.9%	15.9%	-3.0p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

NOT PROTECTIVELY MARKED

		BRECKLAND			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	58.6%	58.9%	-0.3p.p	
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	48.5%	50.8%	-2.3p.p	
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	38.7%	41.2%	-2.5p.p	
	Solved rate (Domestic Abuse)	8.5%	13.7%	-5.2p.p	
	Solved rate (Rape)	3.8%	2.2%	1.6p.p	
	Solved rate (other Serious Sexual Offences)	8.7%	5.8%	2.9p.p	
	Solved rate (Child Sexual Abuse)	12.7%	8.9%	3.8p.p	
	Solved rate (Hate Crime)	17.1%	12.8%	4.3p.p	
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

NOT PROTECTIVELY MARKED

		NORTH NORFOLK			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	57.1%	58.0%	-0.9p.p	
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	51.8%	47.9%	3.9p.p	
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	35.2%	42.1%	-6.9%	
	Solved rate (Domestic Abuse)	7.3%	12.1%	-4.8p.p	
	Solved rate (Rape)	3.4%	4.4%	-1.0p.p	
	Solved rate (other Serious Sexual Offences)	3.6%	6.8%	-3.2p.p	
	Solved rate (Child Sexual Abuse)	13.1%	11.6%	1.5p.p	
	Solved rate (Hate Crime)	9.8%	18.9%	-9.1p.p	
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

		SOUTH NORFOLK			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	56.6%	56.6%	0.0p.p	
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	49.8%	52.3%	-2.5p.p	
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	33.1%	37.1%	-4.0p.p	
	Solved rate (Domestic Abuse)	7.5%	12.5%	-5.0p.p	
	Solved rate (Rape)	2.2%	3.3%	-1.1p.p	
	Solved rate (other Serious Sexual Offences)	4.4%	5.0%	-0.6p.p	
	Solved rate (Child Sexual Abuse)	5.7%	5.4%	0.3p.p	
	Solved rate (Hate Crime)	15.5%	19.2%	-3.7%	
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

		BROADLAND			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	61.5%	61.2%	0.3p.p	
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	45.8%	45.0%	0.8p.p	
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	26.4%	29.5%	-3.1p.p	
	Solved rate (Domestic Abuse)	8.0%	11.0%	-3.0p.p	
	Solved rate (Rape)	4.3%	4.0%	0.3p.p	
	Solved rate (other Serious Sexual Offences)	4.8%	5.0%	-0.2p.p	
	Solved rate (Child Sexual Abuse)	10.9%	7.5%	3.4p.p	
	Solved rate (Hate Crime)	8.5%	18.3%	-9.8p.p	
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

NOT PROTECTIVELY MARKED

NORWICH CITY COUNCIL

Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	56.7%	61.0%	-4.3p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	53.5%	53.9%	-0.4p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	36.8%	38.2%	-1.4p.p
	Solved rate (Domestic Abuse)	9.8%	12.8%	-3.0p.p
	Solved rate (Rape)	6.0%	4.1%	1.9p.p
	Solved rate (other Serious Sexual Offences)	6.8%	6.9%	-0.1p.p
	Solved rate (Child Sexual Abuse)	10.6%	9.7%	0.9p.p
	Solved rate (Hate Crime)	8.4%	13.7%	-5.3p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

NOT PROTECTIVELY MARKED

		GREAT YARMOUTH			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	63.6%	65.5%	-1.9p.p	
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	48.4%	53.1%	-4.7p.p	
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	29.5%	38.1%	-8.6p.p	
	Solved rate (Domestic Abuse)	7.3%	13.4%	-6.1p.p	
	Solved rate (Rape)	14.8%	3.9%	10.9p.p	
	Solved rate (other Serious Sexual Offences)	11.3%	6.1%	5.2p.p	
	Solved rate (Child Sexual Abuse)	12.5%	7.4%	5.1p.p	
	Solved rate (Hate Crime)	12.9%	17.1%	-4.2p.p	
	% of all guilty pleas at First Hearing at Magistrates Court	***			
	% of all guilty pleas at First Hearing at Crown Court	***			

The percentage of victims not supporting prosecution for Domestic Abuse, Serious Sexual Offences, and Child Sexual Abuse, have each reduced slightly over the last 12 months when compared to the long-term average. This is against an increase in the volume of recorded crimes in each of these three categories (27.2% more Domestic Abuse, 2.4% more Serious Sexual Offences, and 3.7% more Child Sexual Abuse). The reasons for the increases are varied, including a sustained effort by Norfolk Constabulary, with partners, to raise awareness and encourage reporting of vulnerability-based crimes. For this reason, it is expected that the number of crimes of this nature which are recorded in force will continue to grow. It would appear likely based on national non-police data that as well as willingness to report to police having increased (which should be seen as a positive), there may also be an underlying increase in reporting (which is a concern that will be monitored).

Although the numbers of victims who are not ready to support a prosecution remain high, particularly for victims of Domestic Abuse and Serious Sexual Offences, it is encouraging to see a small decrease when comparing the last 12 months against the long term average.

Reasons that victims may not be ready to support an investigation are varied and can include circumstances where the suspect is a family member or in a relationship with the victim and they do not want to criminalise them. It should be noted that victims are

provided with support during and beyond the investigation as police officers and staff will refer victims to various agencies and charities. For example, the Sexual Assault Referral Centre (SARC), known as the Harbour Centre, offers free support and practical help to men, women, young people and children of all ages living in Norfolk who have been raped or suffered serious sexual offences either recently or in the past. They offer practical and emotional support such as Crisis Workers, facilitating Forensic Medical Examinations, support and advice concerning Health & Well-being, and access to Independent Sexual Violence Advisors. Independent Domestic Violence Advisors are also accessible via the Multi-Agency Safeguarding Hub (MASH), as are a number of statutory and charitable organisations able to support and give advice to victims.

Even though some victims do not feel ready to support a police prosecution, all domestic abuse crimes and non-crime incidents are subject to a risk assessment. Safeguarding actions are undertaken on a multi-agency basis for all high & medium risk cases in the MASH with support being provided by Independent Domestic Violence Advisors for all high-risk cases. All standard risk cases are referred to Victim Support so that advice and guidance can be offered.

Solved rates are directly impacted by a number of factors, including whether the victim supports a prosecution, the availability and nature of supporting evidence, and the Crown Prosecution Service determination as to whether there is sufficient evidence to support charges and a realistic prospect of conviction. Crimes of this nature have also become more complex, with technology becoming more important with regards to evidence capture and investigations. Norfolk Constabulary have invested heavily in technology to improve our ability to secure a prosecution, including body worn video, mobile tablets and digital forensics to assist the evidence capture and support the victim through the criminal justice process. Body worn video, in particular, allows officers to relay to prosecutors and the courts the victim's immediate reaction to a crime which can often be more compelling evidence than a witness statement alone.

Investigation Standards is an area that the Constabulary continues to monitor and is striving to improve through comprehensive training, and the use of new investigation hubs. Particularly in younger officers, the improvement of standards of investigative work, is a priority for the organisation. Although newer officers would rarely be solely responsible for the investigation of such serious crimes, it is expected that improving their skills and ability will improve the quality of the initial response to all offences.



NORFOLK
CONSTABULARY
Our Priority is You

ORIGINATOR: T/DCC Megicks

REASON FOR SUBMISSION: For Noting

SUBMITTED TO: PCC Accountability Meeting – July 2021

SUBJECT: An Update on Body Worn Video

SUMMARY:

This briefing report will provide an update on the Body Worn Video (BWV) devices that first went operational in 2017 across Norfolk and Suffolk Constabulary's.

Included is;

- an overview of the initial roll out of the product and the focus of its anticipated use.
- Examples of its successful use
- Developments around the impact of BWV from both the Professional Standards Department (PSD) perspective as well as the additional complexities around building investigation cases
- Summary of the next steps including the development of an improved data storage facility and the planned replacement of devices coming to the end of their operational life.

RECOMMENDATIONS:

It is recommended that the PCC: Note the report.

1. INTRODUCTION

1.1 This briefing report will provide an update on the Body Worn Video (BWV) devices that first went operational in 2017 across Norfolk and Suffolk Constabulary's.

1.2 Included is;

- an overview of the initial roll out of the product and the focus of its anticipated use.
- Examples of its successful use
- Developments around the impact of BWV from both the Professional Standards Department (PSD) perspective as well as the additional complexities around building investigation cases
- Summary of the next steps including the development of an improved data storage facility and the planned replacement of devices coming to the end of their operational life.

2. BACKGROUND

2.1 In 2016 a joint Norfolk and Suffolk Constabulary project board was established to scope out and deliver a Body Worn Video (BWV) solution for both organisations. The intention was to ensure front line officers received a personal issue device supported by appropriate guidance as to its use with a suitable storage solution for the footage that was anticipated to be captured.

2.2 The original intentions were that BWV would help increase public confidence, support the evidence gathering phase of an investigation and offer reassurance to officers about its ability to support addressing vexatious complaints.

2.3 An initial £1M investment was made to fund sufficient equipment and to ensure the required infrastructure was in place to successfully utilise the technology.

2.4 Guidance was issued to officers that the devices should be worn as part of their patrol kit and used whenever there was an evidence gathering opportunity. Norfolk and Suffolk Chief Officers did set out an expectation that the devices would be used to record such matters as;

- Domestic Incidents
- Stopping Motor Vehicles to engage with an occupant
- Making an arrest
- Stop Search
- Giving directions to an individual group under a statutory power

2.5 The introduction of BWV to front line policing in 2017 was supported by the Office of the Police and Crime Commissioner recognising the technological opportunity on

offer and acknowledging the contribution to the Police and Crime Plan objective around ensuring a modern and innovative service.

2.6 The Constabulary ICT team created a significant digital storage resource for collecting and managing BWV downloads. To give some sense of scale to the level of recording, there is currently 365 Terabytes (TB) of data stored on the system which, as of 29 June 2021, is the equivalent of 66,887 hours of footage (at 720p). The storage requirement grows at approximately 16 TB per month or approximately an additional 2,932 hours (at 720p) of footage. The Constabulary does have weeding policies around the footage and as well as keeping an oversight on the capacity of the system.

3. EXAMPLES OF THE SUCCESSFUL USE OF BWV

3.1 The Constabulary is keen to continue to develop the operational use of BWV to maximise the opportunity it presents. One of those areas where its anticipated it can make a significant difference is around domestic abuse investigations.

3.2 There are many reasons why victims of domestic abuse choose not to provide evidence. Fear of the impact on children, or financial repercussions if the perpetrator were to receive a custodial sentence, are just two of many motives that may prevent a victim engaging with police.

3.3 The police investigator must therefore look beyond a victim's evidence to protect them and any children who live around domestic abuse. BWV is powerful evidential tool to support this. It can capture the victim's and suspect's demeanour, damage to property, injuries, significant comments and is unquestionable evidence of what was happening at the time of recording.

3.4 An example of a recent case in Norfolk illustrates the opportunity BWV presents and is being used as an example to officers as to the importance of the devices they carry. It concerns a couple in a long-term relationship with a history of domestic violence, the names are anonymised.

3.5 Colin is now in his early 30's and Anna is in her mid-20's. The abuse against Anna started when she was in her early 20s. In the 12 months prior to this incident there had been several reports of domestic abuse but the victim, despite offers of support from many agencies, has never wanted to provide her evidence to police.

3.6 In January 2021 a concerned neighbour called 999 to report they could hear a loud disturbance, further stating it sounded as if Anna was suffering serious harm. Officers attended the address and found Anna to have visible injuries, but denying there had been any domestic incident, further claiming any other person who had been there had left via a window. BWV showed a disturbed scene, Anna's injuries, the demeanour of Anna and subsequently the demeanour of Colin when he was located by police.

3.7 The BWV contributed to Colin being charged and remanded, despite Anna never providing evidence as a witness. Colin eventually pleaded guilty at court and was

sentenced to 3 years imprisonment. Anna is now safe from Colin and engaging with support networks.

3.8 As stated, the use of BWV can also provide evidential capture to support officers. Another recent example is where two officers were detaining a compliant male following a traffic stop when one of the officers was attacked by another occupant from the car. The officers BWV was running and the footage captured the circumstances of the assault.

3.9 The following day when the suspect was interviewed they initially denied the allegation, but once the footage was shown the suspect made a full admission. The individual is now charged to court.

3.10 The Constabulary has a programme of continuous review of BWV, using examples of good use to disseminate good practice to staff in the use of BWV and its application.

4. DEVELOPMENTS

4.1 Professional Standards

4.2 The view from the Constabulary's Professional Standards Department (PSD), who oversee all complaints made against officers and staff, is that BWV has assisted with more expeditious assessment of complaints which has benefited the person making the complaint, the officer and the organisation.

4.3 BWV offers a first-person real time recording of an interaction with a member of the public. It helps PSD assess the severity of the allegation as well as helping refute circumstances where an accusation didn't match the circumstances recorded.

4.4 The footage captured can also help PSD investigators reach a determination in a timelier manner.

4.5 Indeed, the footage can help support lessons learned where the organisation can influence the behaviour of staff through training and awareness raising. It has also been used to highlight good work or practice which can be reflected in officers annual appraisals.

4.6 PSD are currently undertaking work to promote greater use of BWV having recognised the benefits it provides in effectively managing and dealing with complaints.

4.7 A strategic decision was made on the procurement of BWV that although the quality of the imagery should be as good as practicable, BWV would not capture footage outside visual range that the human eye would normally perceive. For example, it does not have infra-red capability. This means that the footage is an accurate representation of the situation from the officer's perspective and on which their decision making was based.

4.8 Redaction and managing images

4.9 As with all improvements that add complexity BWV has brought some additional challenges to the Constabulary's working practices.

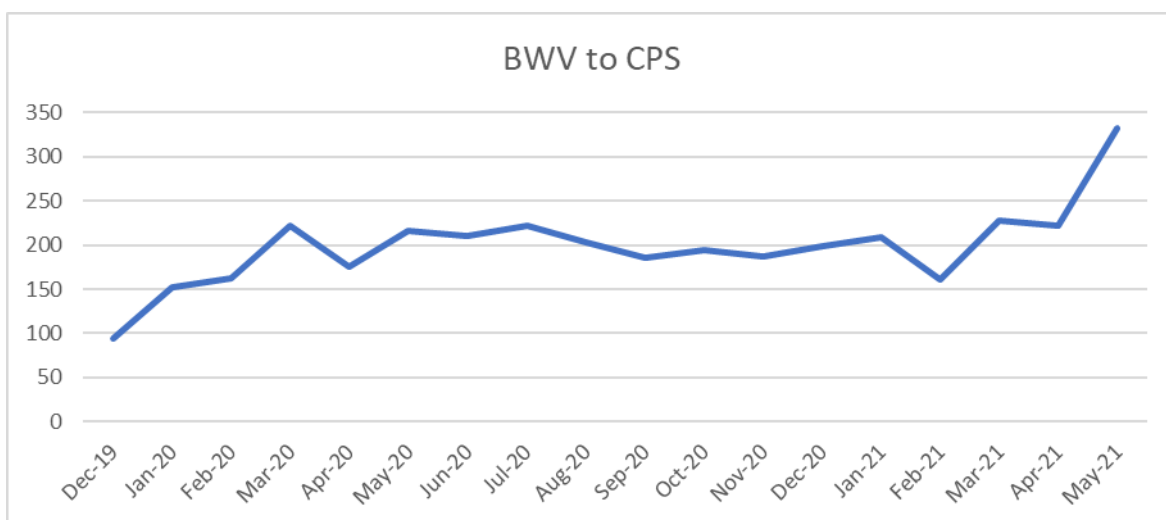
4.10 When the police require a charging decision from the Crown Prosecution Service (CPS) they must provide a file of evidence that meets a national file standard. If the standard is not met a decision cannot be provided.

4.11 The law in relation to these standards changed at the beginning of January 2021. Part of the new standard means officers must provide specific material which includes BWV footage to CPS. Previously the officer in the case would have simply logged a description of what the cameras had captured. It is easy therefore to see that BWV has the potential to add considerable time to the file preparation especially if more than one BWV was running at the time.

4.12 Secondly a risk assessment now needs to take place around all captured imagery including BWV to decide whether any redaction needs to take place. In the case of BWV footage this could mean blurring faces of passers-by, or blocking off vehicle registrations not connected to the incident and of course all this takes additional time and diligence. In most cases this redaction will be required prior to a CPS review of the material, after which a prosecution may not be subsequently authorised. Previously this redaction was only required after a charging decision had been made.

4.13 Officers have a capacity to do some of the editing work themselves when dealing with a quick time enquiry. The majority of the work though is undertaken within the Joint Justice Department. A team of three image technicians and a support worker oversee the work of redacting BWV imagery as well as other evidence such as CCTV or 999 call logs.

4.14 The team edit and then upload the finished article into a shared digital platform so that it can be accessed by CPS. The table below shows the increased use of BWV and its value in CPS charging decisions. The Constabulary is monitoring the current demand increase.



NOT PROTECTIVELY MARKED

5. NEXT STEPS

5.1 Storage Solution

5.2 As highlighted at the start of this briefing document, a considerable amount of BWV footage is being stored on a bespoke system (provided by our BWV supplier).

5.3 Currently the joint Norfolk and Suffolk ICT Department is working with Bedfordshire, Cambridgeshire, and Hertfordshire in a five-force collaboration to find a suitable Digital Asset Management System (DAMS) for the future.

5.4 This will provide a secure and collaborative method of collecting, uploading, managing, and preparing digital assets. It will provide a single solution to replace several existing systems which were designed for specific purposes, including such areas as Body Worn Video, Digital Interview Recordings, CCTV, car dashcams, and drone footage. Combining these functions into a single cloud-hosted DAMS product will provide an easy to use and highly searchable environment for officers, and a fast and secure method of sharing digital evidence with the Crown Prosecution Service.

5.5 It will also provide a better service for the public and non-police organisations where they can upload relevant recordings, such as a supermarket submitting CCTV footage of a crime in action, or a member of the public providing a camera phone recording of an incident. The current method involves an officer travelling out to collect the footage and saving it onto a portable digital storage device, such as a USB stick or DVD. The new system will therefore streamline collecting the evidence making the process more efficient.

5.6 The development of a joint business case is being finalised over the summer and if the collaboration is successful the implementation work will start early next year to deliver a fully working system within 18 months.

5.7 BWV replacement

5.8 The current BWV camera units in operational use are now approaching 5 years in age and are approaching expected end of service-life. This reflects both the physical age of the hardware and the anticipated onward software support provided by the manufacturer.

5.9 A new model of BWV camera has recently been trialled with successful results, providing officers with better battery life and a bigger capacity for recordings. The new models are being made available to frontline officers to replace any existing camera faults.

5.10 The Constabulary is currently developing a business case which will look at options around the timeline and financing of replacement units to secure the ability to capture and make available BWV evidence moving forward

6. RECOMMENDATION

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

END.

FINANCIAL IMPLICATIONS:

NIL to report at this time.

OTHER IMPLICATIONS AND RISKS:

NIL to Report at this time.



NORFOLK

CONSTABULARY

Our Priority is You

PROFESSIONAL STANDARDS DEPARTMENT

COMPLAINTS REVIEW

1 April 2020 to 31 March 2021

<u>CONTENTS</u>	<u>Page Number</u>
Introduction and Executive Summary	2 – 5
Complaint cases	6 – 8
Allegations recorded	9 – 12
Timeliness (logging complaints and making initial contact)	13 – 15
Complaint and allegation outcomes (Schedule 3)	16 – 18
Complaint and allegation outcomes (Outside Schedule 3)	19
Complainant demographic	20 – 22
Discrimination complaints	23 – 26
Police officers and staff subject of complaint	27 – 28
Organisational learning	29 – 31
Reviews to Independent Office for Police Complaints (IOPC) and Local Policing Board (LPB)	32
Chapter 13 Reviews	33
Internal investigations	34 – 35
Misconduct outcomes	36 – 37
Resignations and public hearings	38
Glossary	39 – 40

Introduction

This report presents figures on complaints relating to Norfolk Constabulary, received during the period, 1 April 2020 to 31 March 2021 (Quarter 1 to Quarter 4 of 2020/21). These complaints are made by members of the public in relation to the conduct of those serving in the Force and recorded under Schedule 3 of the Police Reform Act (PRA) 2002.

The Policing and Crime Act 2017 made significant changes to the police complaints system to achieve a more customer-focussed complaints system. From 1 February 2020 Forces are required to log and report complaints about a much wider range of issues including the service provided by the police as an organisation, handled outside of Schedule 3 of the PRA 2002.

Data for this report is extracted from the Professional Standards Department live case management system.

Executive Summary

- A total of 582 complaints were received in the reporting period, 1 April 2020 to 31 March 2021. Of these complaints, 373 were recorded under Schedule 3 and 209 were logged outside of Schedule 3 of the PRA 2002.

Complaint data cannot be directly compared to the previous year due to the changes in Regulations and the recording processes which came in on 1 February 2020. All complaints recorded under old Regulations were handled under Schedule 3.

In 2019/20, 454 complaints were recorded and of those, 419 complaints were recorded under Schedule 3 and 35 were logged outside of Schedule 3.

Complaints received overall have increased by 28% in comparison to the previous year due to the changes in recording processes.

- The Independent Office for Police Conduct (IOPC) introduced new allegation categories and sub-categories of complaint which came into Force with the new Regulations. This report details the new categories and sub-categories and the totals recorded on complaints received in the reporting period.

The largest area of complaint has been recorded under the category of Delivery of duties and service. Of the 1,221 allegations recorded in the reporting period, 506 have been recorded under this category, which is 41.4% of the total.

This category is broken down into 4 sub-categories of:

- A1 Police action following contact (369 allegations – 30.2% of all allegations)
- A2 Decisions (54 allegations – 4.4% of all allegations)
- A3 Information (70 allegations – 5.7% of all allegations)
- A4 General level of service (13 allegations – 1.1% of all allegations)

The sub-categories of complaint were introduced in order to better understand the concerns raised by the complainant. Of the complaint allegations recorded, the top 5 sub-categories of complaint across the Force are:

OFFICIAL

- A1 Police action following contact (369 allegations – 30.2% of all allegations)
- B4 Use of force (87 allegations – 7.1% of all allegations)
- H5 Overbearing or harassing behaviours (82 allegations – 6.7% of all allegations)
- H1 Impolite language/tone (80 allegations – 6.6%)
- H4 Lack of fairness and impartiality (72 allegations – 5.9%)

Examples of the categories of complaint are included within the report.

- Chapter 6 of the Independent Office for Police Complaints (IOPC) Statutory Guidance states that complaints should be logged and complainants contacted 'as soon as possible'. Of the 580 complaints received under new Regulations, 89.1% were logged within 2 working days and 70.7% of complainants were contacted within 10 working days.
- Complaints recorded under Schedule 3 are handled reasonably and proportionately by way of investigation, otherwise than by investigation (responding to concerns raised and seeking to resolve them) or by taking no further action. A total of 226 complaints have been finalised and of those, 9.7% were investigated, 57.5% were otherwise than by investigation and 32.8% were no further action.
- Complaints handled outside of Schedule 3 will be either resolved or not resolved. Of the 198 complaints finalised, 181 were resolved which is 91.4% of cases. If the complaint handler is unable to resolve the matter the complainant is able to ask for their complaint to be recorded under Schedule 3. The 8.6% of cases which were not resolved had no further action taken.
- All allegations which are linked to a police officer or member of police staff will be finalised with an action as a result. Actions can include offering an apology/acknowledgement that something went wrong, individual and organisational learning and review of policy/procedures. Details are provided in this report of the actions taken where it was determined that the service provided was acceptable, where the service provided was not acceptable under Schedule 3 and also where complaints were resolved outside of Schedule 3.
- The ethnicity of the complainant has been recorded on 75% of complaint cases which is an increase from 62% in 2019/20.

Of the 458 complainants who have provided their ethnicity:

- 5% are Black, Asian, Minority Ethnic (BAME) males
 - 2.4% are BAME females
 - 55.5% are white males
 - 35.8% are white females
 - 0.7% are white transgender
 - 0.4% are white unknown
 - 0.2% are white other
- Discrimination complaints account for 2.8% of all allegations recorded. Of the 34 allegations of discrimination recorded, over half, 55.9%, have been made under the protected characteristic of race, where the complainants feel the service they

received was not acceptable, or they were treated less-favourably, due to their ethnicity or ethnic appearance.

- A total of 836 police officers, Special Constables and members of police staff are named on all complaints recorded. Of the 794 named police officers and Special Constables, 2.9% are BAME, 96.1% are White and 1% are unknown.
- Learning identified from complaints, internal investigations and other matters referred to PSD are detailed within this report and common themes relating to individual learning.

Access to the complaints process

A significant amount of work has been ongoing to improve the accessibility of the complaints process. Some pieces of work are ongoing with local Engagement Officers across Norfolk but these can only be pursued once COVID restrictions ease. The work undertaken in the past 6 months includes:

Improving access to the online complaint form

Benchmarking has been completed with forces nationally to identify how easy their external websites are to navigate to the online complaints form. Norfolk's website required 8-9 mouse button clicks to get to the online complaint form; and this required the user to know what departments to look for and what buttons to click. The Service Improvement Team, working with Corporate Communications Team have now installed a tile on the home page of the website titled "Compliments and Complaints." Members of the public can now access the complaint form with 2 mouse clicks – negating the need to navigate through the website to find the complaint form; making the complaints form and process much simpler to access. Further to this, special characteristics fields have also been added to the online complaint form to ensure we are providing the requisite data to the IOPC.

Online Confidential Reporting Form

Reporting and management of allegations of corruption is a key role of the Professional Standards Department. Historically, if members of the public wanted to report corruption to Norfolk Constabulary anonymously it would have to be done via crime stoppers. The Service Improvement Team, working alongside the Anti-Corruption Unit and Corporate Communications Team have developed a confidential reporting mechanism which can be accessed by members of the public and can be found on the force external website. This allows members of the public to make confidential and anonymous reports of corruption directly the PSD's Anti-corruption Unit.

Leaflets

Research has been conducted across Norfolk to identify what documents are available to the public at police stations and custody suites to inform people about the complaints process. To ensure a consistent, accurate message was delivered a new handout leaflet has been designed by the Service Improvement Team. The leaflet is in the final stages of preparation and will be available very soon – this provides a simple guide to the new complaint regulations, and helps members of the public understand the complaints process in a simple, easy to read manner.

Coronavirus

Coronavirus and the lockdown measures have impacted policing significantly in the reporting period.

Areas of policing which may ordinarily generate some complaints have not taken place since March 2020 such as sporting and other large-scale events. There has also been a limited night time economy with restrictions placed on hospitality.

The IOPC created a national factor to be applied to complaint allegations to measure the number of complaints made about the use of police powers on the restrictions, police powers on infected persons and coronavirus other (where the use of the powers are not the issue, but the coronavirus has still impacted the incident in some way).

A total of 67 complaint cases, have been recorded between 1 April 2020 and 31 March 2021 which have been linked to coronavirus.

Of the 67 complaints, 53 (79%) were recorded as Schedule 3 complaints and the remaining 14 (21%) were logged outside of Schedule 3.

The complaints contain a total of 83 allegations:

- 42 relate to not wearing PPE/maintaining social distance/exposing complainants to risk
- 38 relate to police powers on restrictions
- 3 allegations have been made in relation to off duty officers/staff and complaints they had breached restrictions

Of the 38 allegations relating to police powers:

- 28 relate to the action taken (for example; dissatisfied officers attended address following report of breach, felt threatened and intimidated by officers when asked to account for movements, complainant believed their arrest at a protest was unlawful, officers failed to listen and aggravated the situation)
- 10 relate to complaints that police have failed to take appropriate action in relation to reports of breaches

Of the 67 complaints recorded, 47 have been finalised with the majority being successfully resolved or determined that the service provided was acceptable.

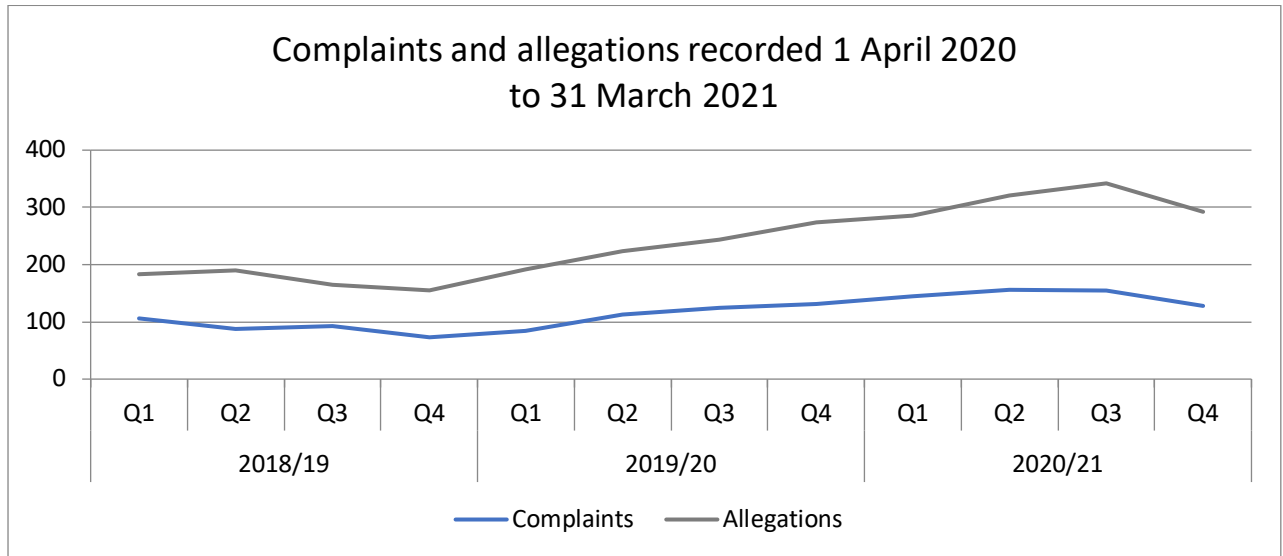
In one complaint it was determined that the service provided was not acceptable. The complaint relates to the officer failing to wear a mask when speaking to the complainant who was within 2 meters for the purpose of conducting a breathalyser test.

In one case it could not be determined if the service provided was acceptable. The complainant states police failed to take action in relation to a report of a breach in COVID regulations. The complaint handler was unable to find a record of the call to police and was therefore unable to determine on the service provided.

Complaint cases

All complaints received in the Professional Standards Department are assessed and either recorded under Schedule 3 of the PRA 2002 or logged outside of Schedule 3.

(Chart 1): The chart below shows all complaint cases received in the reporting period both recorded under Schedule 3 and logged outside of Schedule 3 together with the number of allegations recorded quarterly over the last three years:



(Table 1): The table below shows quarterly the number of complaints received and allegations recorded on the complaint cases.

<u>Year</u>	<u>Quarter</u>	<u>Schedule 3 complaints recorded</u>	<u>Outside Schedule 3 complaints logged</u>	<u>Allegations Recorded</u>
2018/19	Q1	106	N/A	194
	Q2	87	N/A	190
	Q3	92	N/A	164
	Q4	73	N/A	155
2019/20	Q1	85	N/A	192
	Q2	112	N/A	224
	Q3	125	N/A	243
	Q4	97	35	273
2020/21	Q1	98	46	285
	Q2	89	67	321
	Q3	96	58	342
	Q4	88	40	292

The introduction of new Regulations on 1 February 2020 requires Forces to log complaints received which are suitable for handling outside of Schedule 3 and the table details the complaints recorded under Schedule 3 and logged outside Schedule 3.

All complaints recorded under old Regulations are recorded under Schedule 3 of the Police Reform Act.

Schedule 3 and outside Schedule 3 complaints

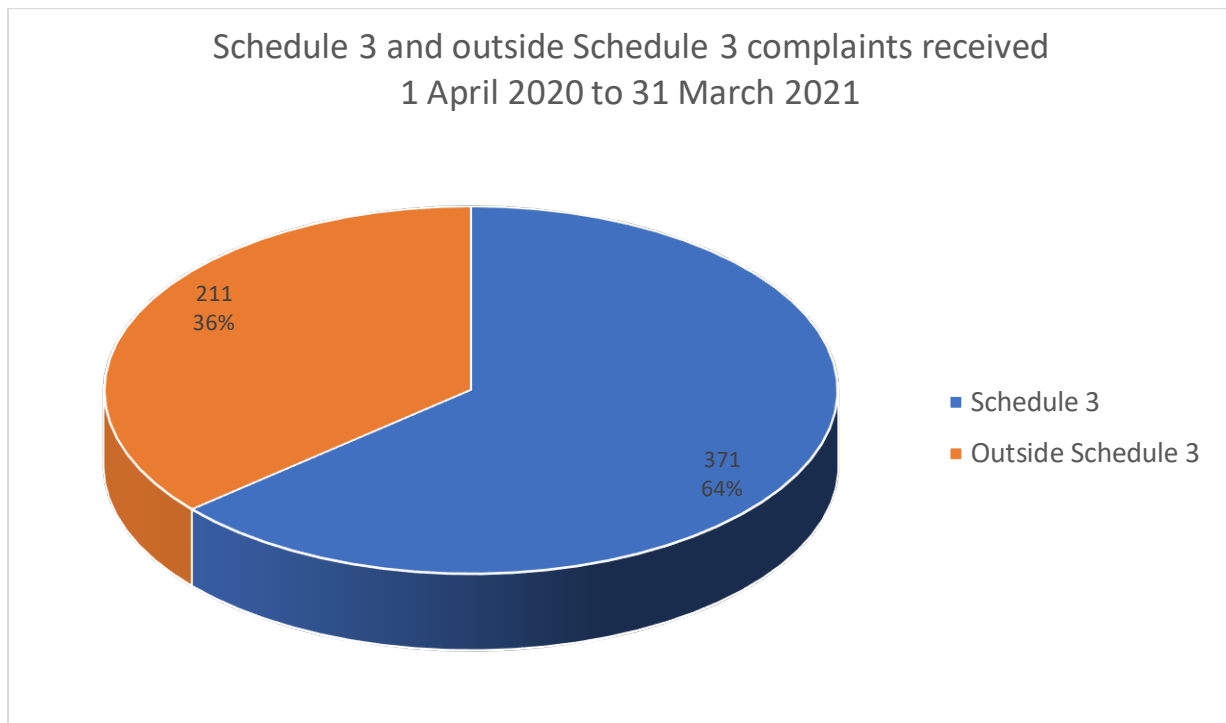
The IOPC Statutory Guidance states:

A complaint must be recorded under Schedule 3 to the *Police Reform Act 2002*, and handled in accordance with the provisions of that Schedule, if at any point the person making the complaint wants it to be recorded. This applies even if previous attempts have been made to handle the complaint outside of the requirements of Schedule 3. Where a complainant's wishes are unclear, reasonable steps should be taken to clarify what they are.

A complaint must also be recorded and handled under Schedule 3 if the chief officer or local policing body (where it is the appropriate authority or it has taken on responsibility for the initial handling of complaints) decides that it is appropriate or if the complaint:

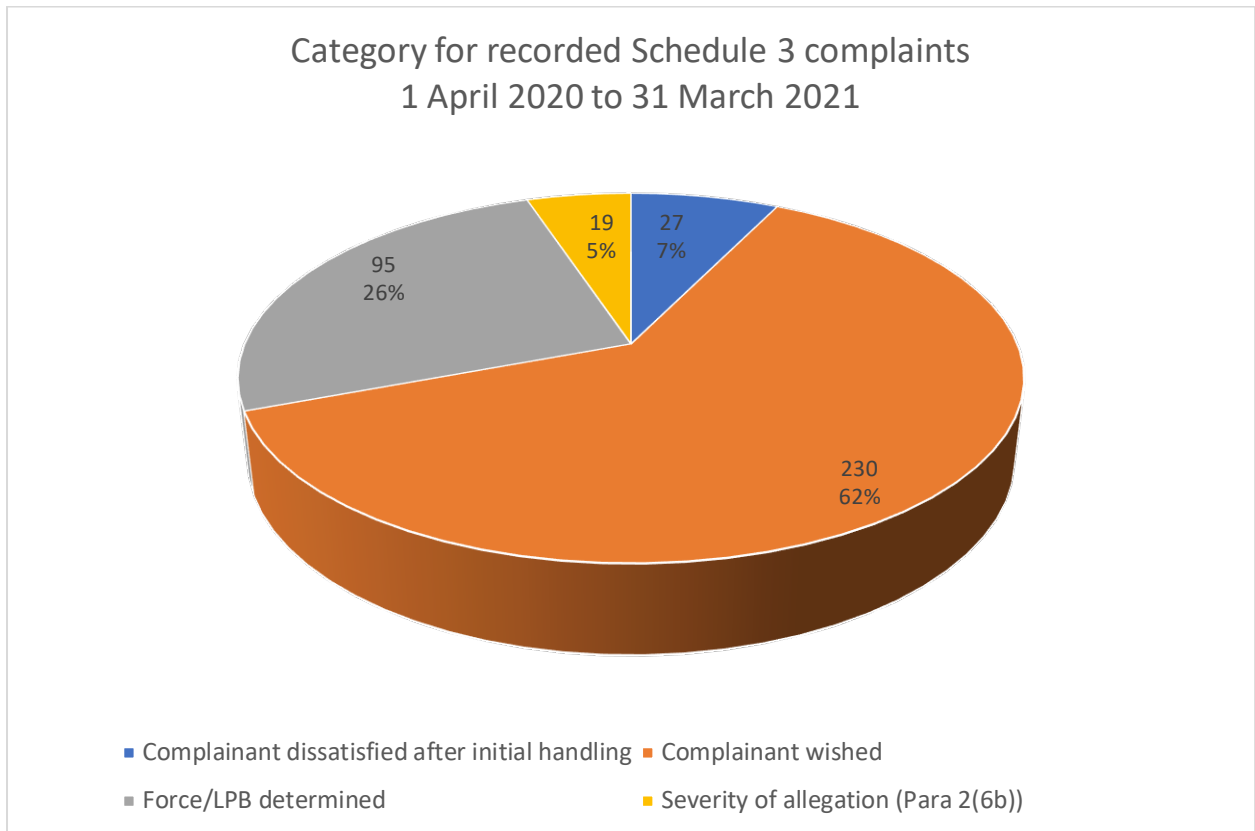
- is an allegation that the conduct or other matter complained of resulted in death or serious injury
- is an allegation that, if proved, might constitute a criminal offence by a person serving with the police or justify the bringing of disciplinary proceedings
- is about conduct or any other matter which, if proved, might have involved the infringement of a person's rights under Articles 2 or 3 of the European Convention on Human Rights or
- meets any of the mandatory referral criteria

(Chart 2): The pie chart below shows the number and percentage of complaints received and either recorded as Schedule 3 of the Police Reform Act 2002 or logged outside of Schedule 3 in the reporting period:



Schedule 3 complaints are recorded under categories to provide context for the reasons the complaints are recorded as such.

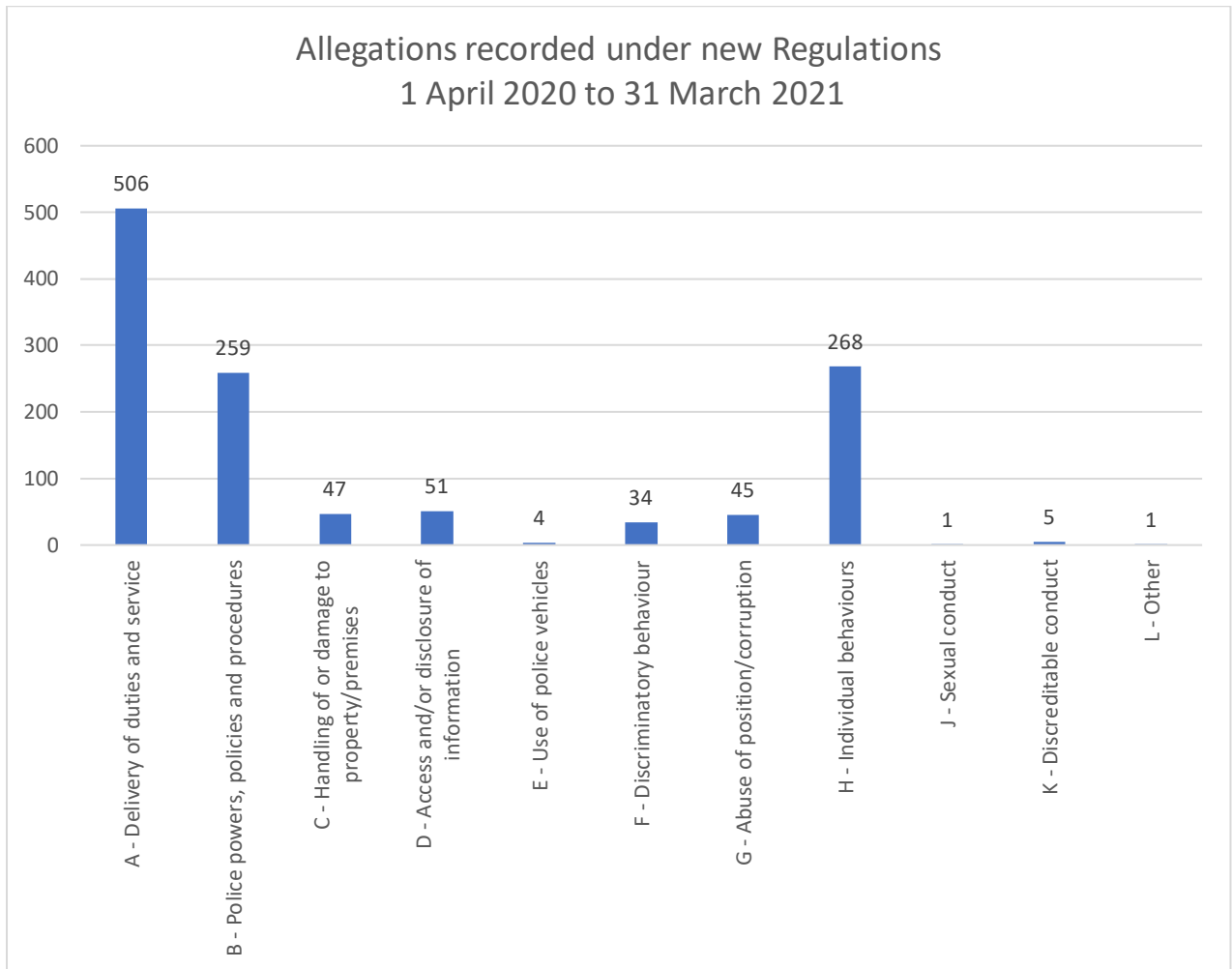
(Chart 3): The pie chart below shows the number and percentage of each of the categories:



Allegations recorded

With the change in Regulations the IOPC devised a new set of 11 categories of complaint.

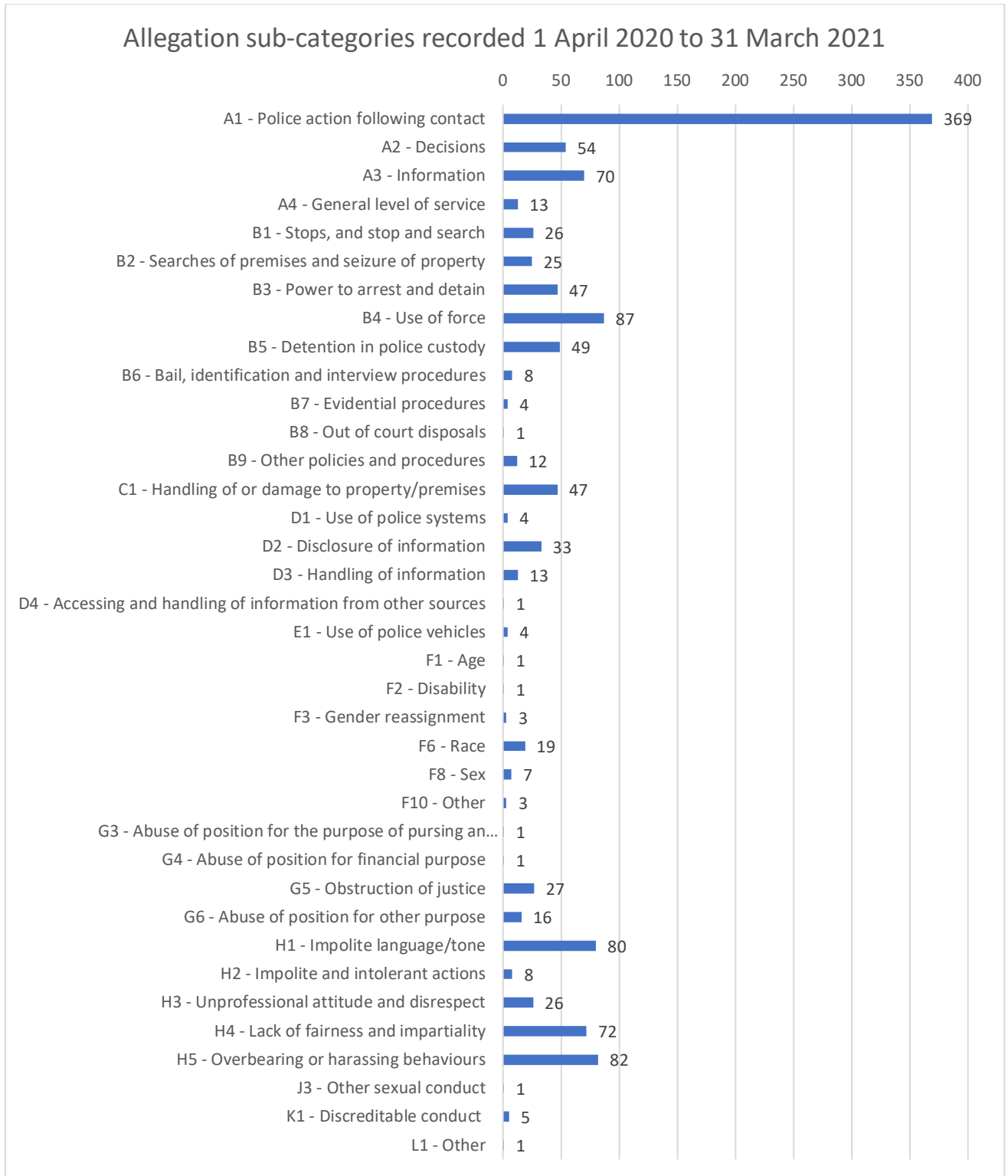
(Chart 4): The graph below shows the number of allegations recorded under each category between 1 April 2020 and 31 March 2021:



The largest area of complaint has been recorded under the category of Delivery of duties and service. Of the 1,221 allegations recorded in the reporting period, 506 have been recorded under this category, which is 41.4% of the total.

When the IOPC devised the complaint categories they created new sub-categories with a view to better understanding the nature of the complaints made.

(Chart 5): The graph below shows the sub-categories of the 1,221 allegations recorded in the reporting period:

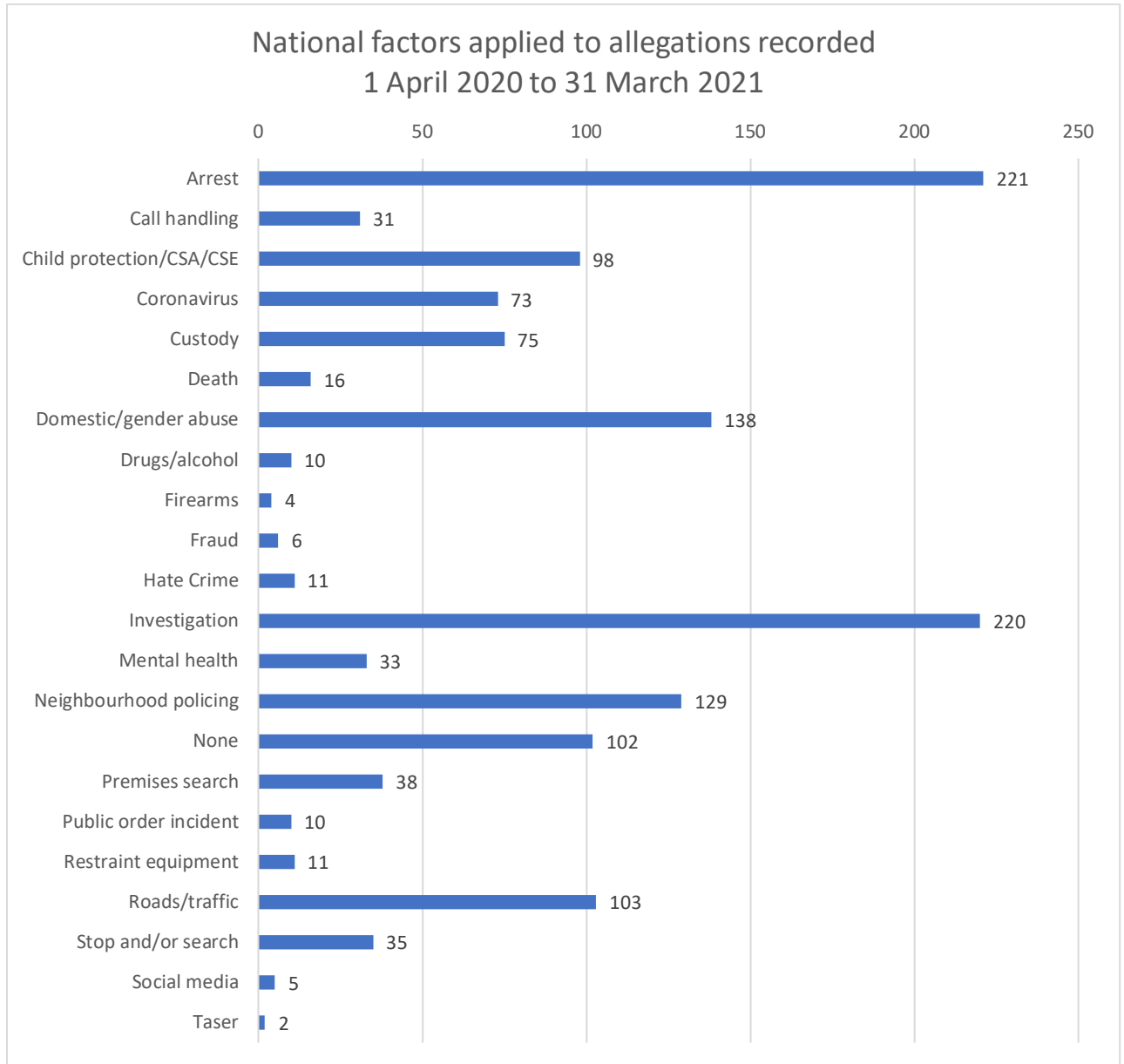


Police action following contact is the largest area of complaint. Of the 1221 allegations recorded, 369 have been linked to this sub-category which is 30.2% of the total.

National and local factors

Every allegation recorded has a national and local factor applied to it. The purpose of the factors is to capture the situational context of the dissatisfaction. Multiple factors, both national and local, can be applied to each individual allegation.

(Chart 6): The chart below shows the national factors applied to the 1,221 allegations recorded in the reporting period:



The most frequently used national factor is Arrest which has been applied to 221 allegations and is 18.1% of all allegations recorded.

Where the national factor of Arrest is applied to the allegation:

- 25% are linked to the local factor of Excessive force
- 18% of the allegations are linked to the local factor of Unlawful/unnecessary arrest

OFFICIAL

Other matters include complaints about custody (legal representation not provided, length of time in custody, medication or medical assistance not provided), a failure around the investigation (record crime, secure and/or ask for evidence, failure to update) and complaints about property seized.

The second highest national factor is Investigation which is linked to 18% of the allegations recorded. These allegations relate to the investigation and the local factors applied are:

- 21% of the allegations relate to a failure to investigate
- 14% relate to a failure to update
- 12% are related to the conclusion/outcome of investigation
- 7% relate to a failure to secure and/or ask for evidence
- 6% are in relation to a failure to record a crime
- 5% relate to the timeliness of the investigation

Timeliness for logging complaints and contacting complainants

Chapter 6 of the IOPC Statutory Guidance states that complaints should be logged and the complainant contacted ‘as soon as possible’.

The length of time taken to log the complaints in Professional Standards and the time taken to make initial contact with the complainant are both measured.

The logged complaint timescales are from the date the complaint is received in Force to the date it is logged in Professional Standards.

Initial contact is measured from when the complaint is made to the point when initial contact is made with the complainant.

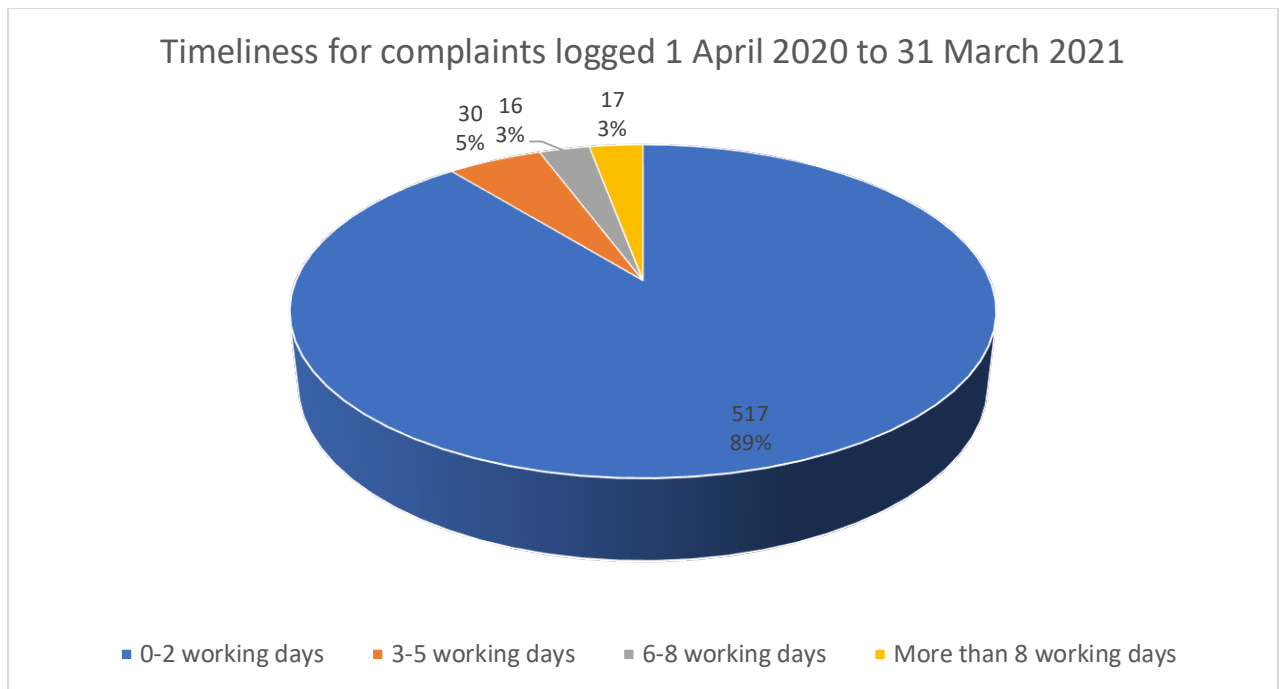
(Table 2): The table below shows the average number of working days to log and make initial contact, broken down quarterly over the reporting period:

<u>Year</u>	<u>Quarter</u>	<u>Average number of working days to log complaint</u>	<u>Average number of working days to contact complainant</u>
2020/21	Q1	1	5
	Q2	2	7
	Q3	2	9
	Q4	1	16

(Table 3): The table below details the percentage of cases against the number of working days over the reporting period:

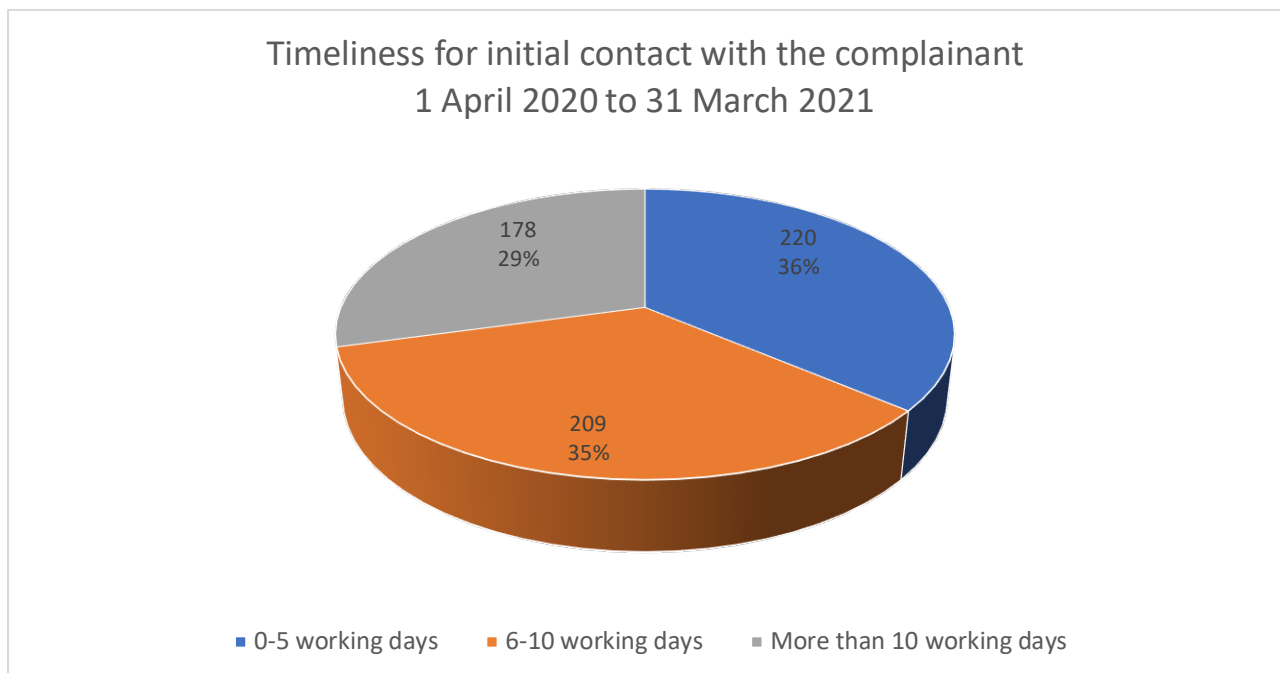
<u>Measure</u>	<u>1 April 2020 to 31 March 2021</u>
% of cases logged within 2 working days	89.1%
% of cases logged within 3-5 working days	5.2%
% of cases logged within 6-8 working days	2.8%
% of cases logged in more than 8 working days	2.9%
% of complainants contacted within 5 working days	36.2%
% of complainants contacted within 6-10 working days	34.4%
% of complainants contacted in more than 10 working days	29.3%

(Chart 7): The chart below shows the timeliness for complaint cases logged, under new Regulations, in Professional Standards in the reporting period:



Of the 580 complaints received under new Regulations 89.1% were logged within 2 working days.

(Chart 8): The chart below shows the time taken to make initial contact with the complainants:



Over the 12-month reporting period, it took on average 9 working days to make initial contact with the complainant.

OFFICIAL

Some dissatisfaction, which does not meet the criteria for recording a complaint under Schedule 3 of the PRA 2002, may be resolved quickly to the satisfaction of the complainant. There is no requirement to log these expressions of dissatisfaction as police complaints.

Other expressions of dissatisfaction must be logged, provided they meet the following criteria:

- the person making the complaint must be eligible to make a complaint
- the complainant wants the matter formally recorded.

In these circumstances the case is logged on the PSD case management system awaiting assessment.

As part of the assessment, the case handler may contact the complainant to discuss their concerns and determine how best to manage. If it is possible to resolve the complaint during this interaction the case is recorded as being managed outside Schedule 3. If the case handler is unable to resolve, or it is immediately obvious that the complaint is one that must be recorded and handled under Schedule 3, the complaint can be recorded before contacting the complainant.

Following assessment, a recording letter is generated and if no prior contact has been made with the complainant, this is determined under IOPC guidance to be the first contact.

This explains the number of days which are recorded for the period between logging and making contact with the complainant.

Ideally contact should be made on receipt of the complaint, but this is not always possible. We aim to log and make contact within 1-10 days. Under the old Regulations, the requirement was to record within 10 days and communicate a recording decision within a further 5 days.

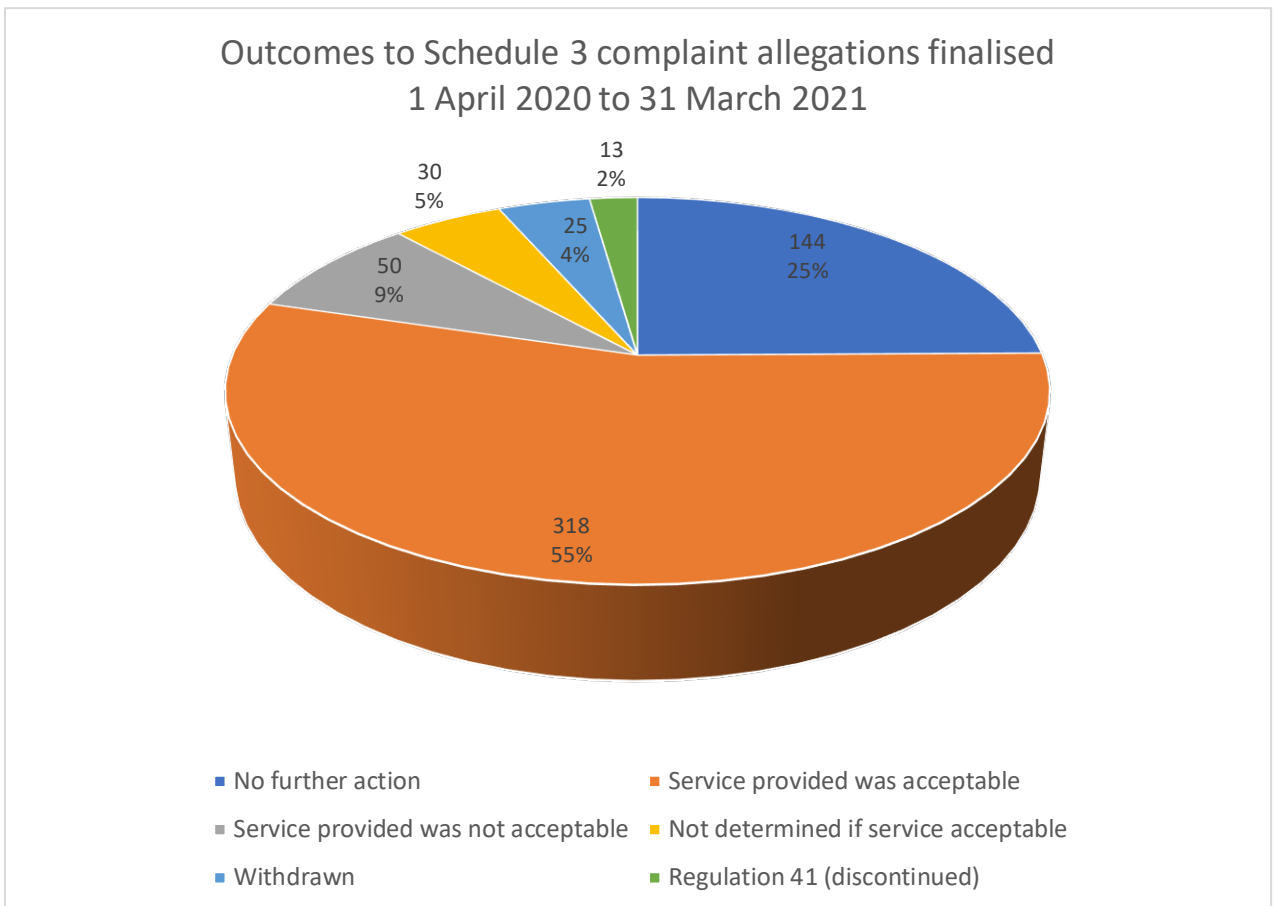
Complaint and allegation outcomes (Schedule 3)

Under new Regulations, Schedule 3 complaints will either be investigated, resolved otherwise than by investigation (responding to concerns raised and seeking to resolve them) or determined that no further action will be taken.

(Table 4): A total of 226 complaint cases were resulted under Schedule 3 in the reporting period and the table below shows the way in which the complaint cases have been handled:

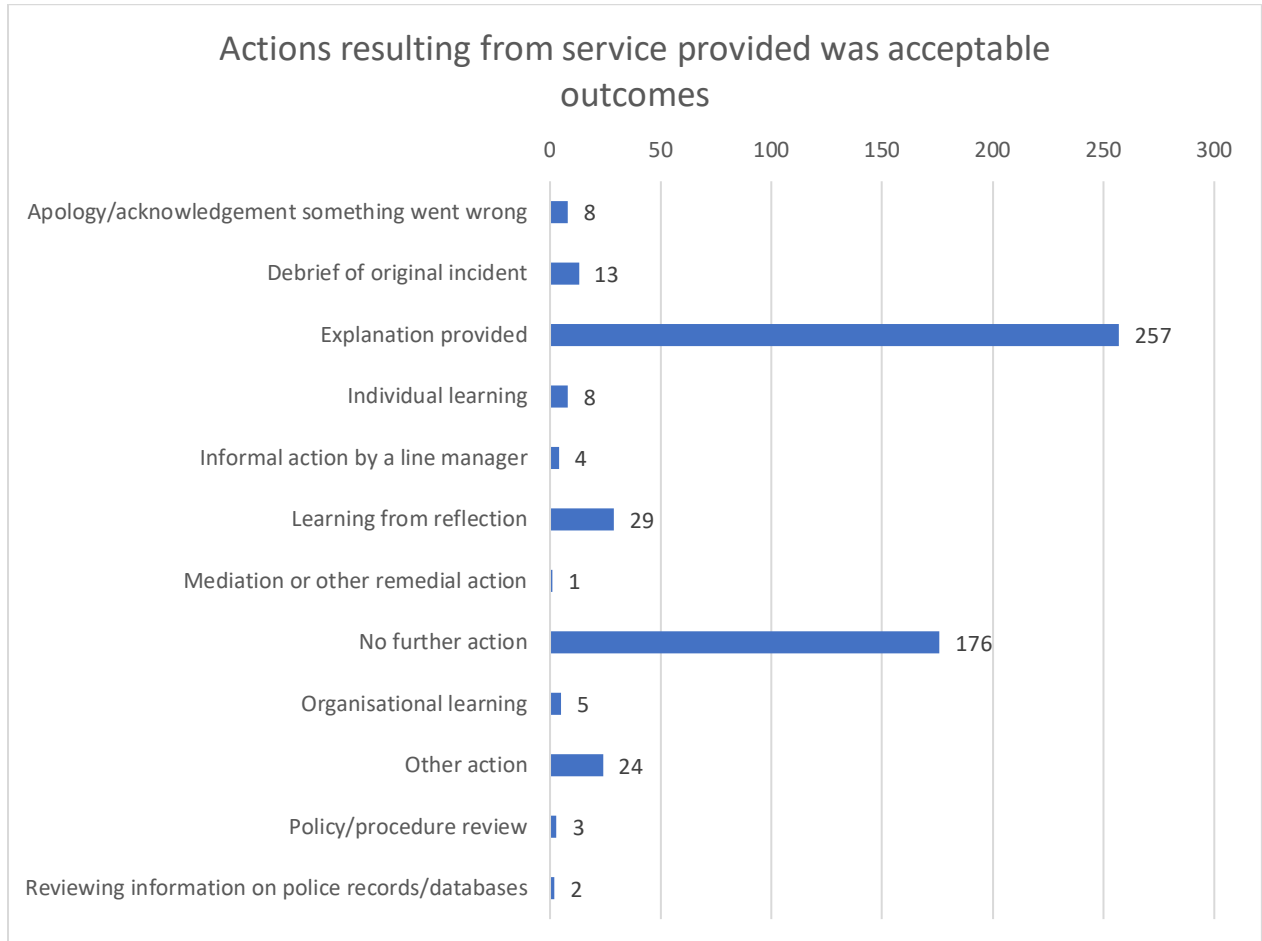
<u>Year</u>	<u>Quarter</u>	<u>Investigation</u>	<u>Otherwise than by investigation</u>	<u>No Further Action</u>
2020/21	Q1	1	7	9
	Q2	6	36	27
	Q3	9	60	24
	Q4	6	27	14

(Chart 9): The chart below details the outcomes to the 580 complaint allegations finalised under Schedule 3 complaints for the reporting period:



Allegations resulted under the new Regulations show an action recorded for each police officer or member of police staff, which shows how the matter has been resolved.

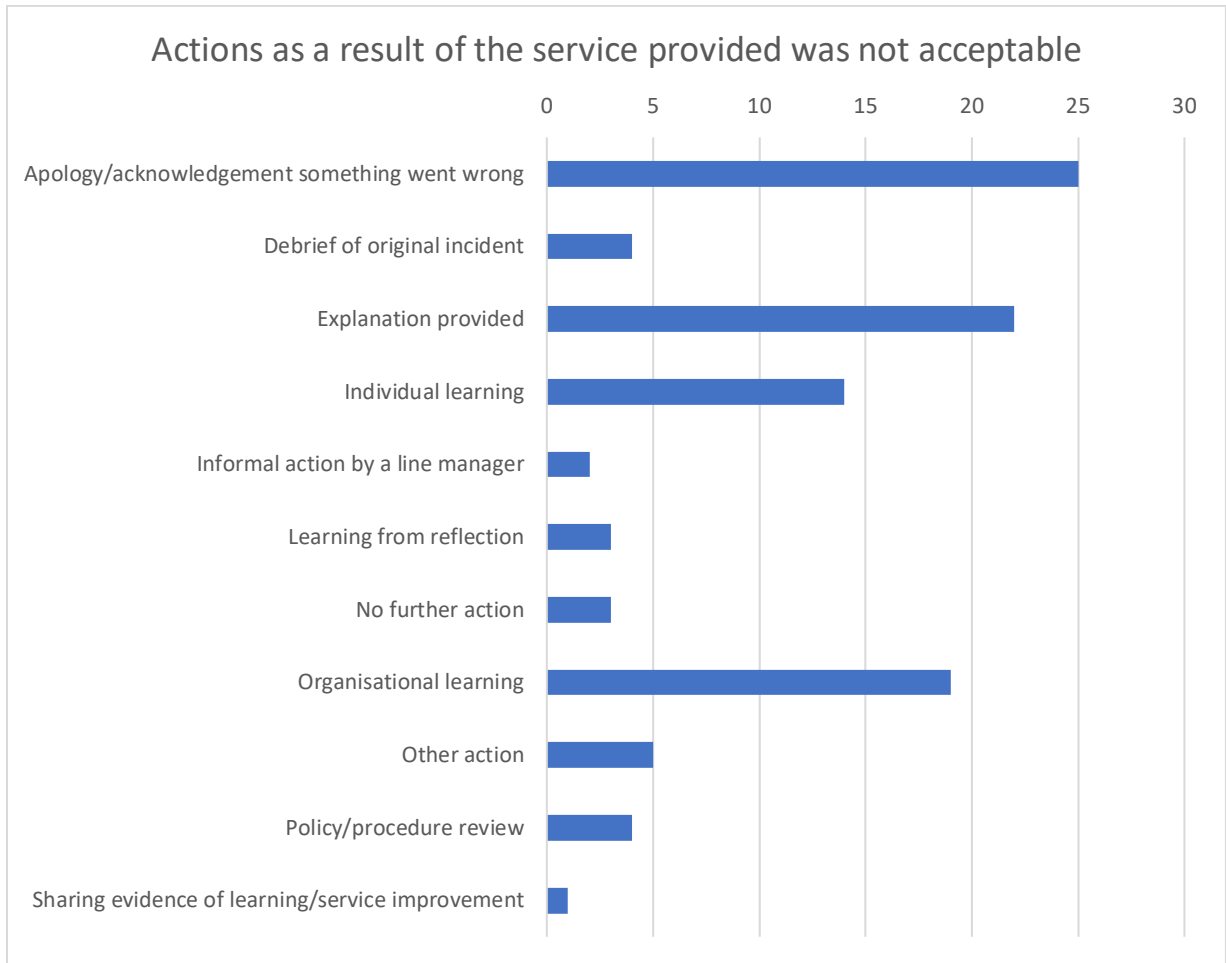
(Chart 10): The graph below shows the actions which have resulted from the 318 allegations where it was found that the service provided was acceptable:



Even though it has been determined the service provided was acceptable there are opportunities to resolve the issues and learn from the complaints in a number of ways.

In the majority of cases an explanation was provided to the complainant. Learning for the individuals and also the organisation can be identified and, where appropriate, an apology given.

(Chart 11): The 50 allegations where it was determined that the service provided was not acceptable have resulted in the following actions:



Cases handled under Schedule 3 took on average 80 working days to finalise from the date the complaint was recorded to the date closed on the case management system which includes the 28-day review period.

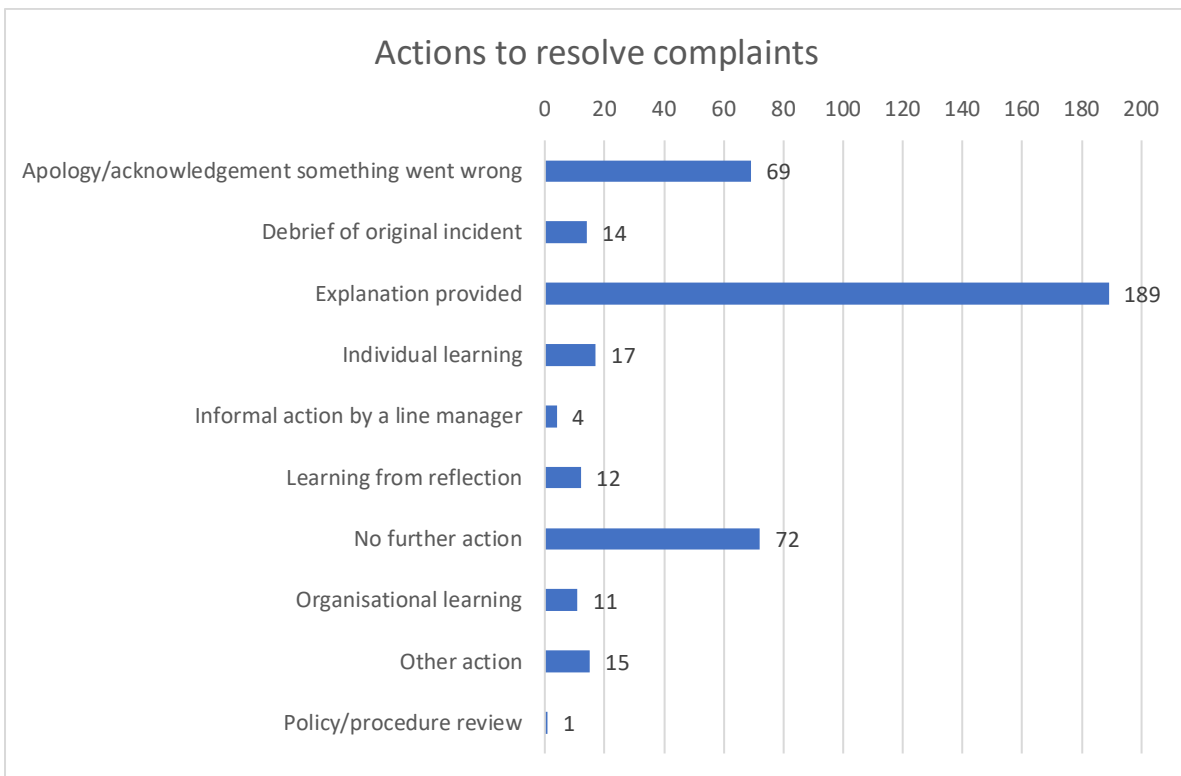
Complaint and allegation outcomes (Outside Schedule 3)

Cases dealt with outside of Schedule 3 of the PRA 2002 are handled with a view to resolving them to the complainant’s satisfaction. It allows complaints to be addressed promptly and, in many cases, complainant’s may only want an explanation or for their concerns to be noted.

(Table 5): A total of 198 complaint cases were handled outside of Schedule 3 in the reporting period and the table below details the outcomes to those cases:

<u>Year</u>	<u>Quarter</u>	<u>Resolved</u>	<u>Not resolved</u>	<u>Not resolved – No further action</u>
2020/21	Q1	33	0	6
	Q2	55	0	3
	Q3	49	0	2
	Q4	44	0	6

(Chart 12): The graph below shows the actions resulting from the 273 allegations which were resolved:



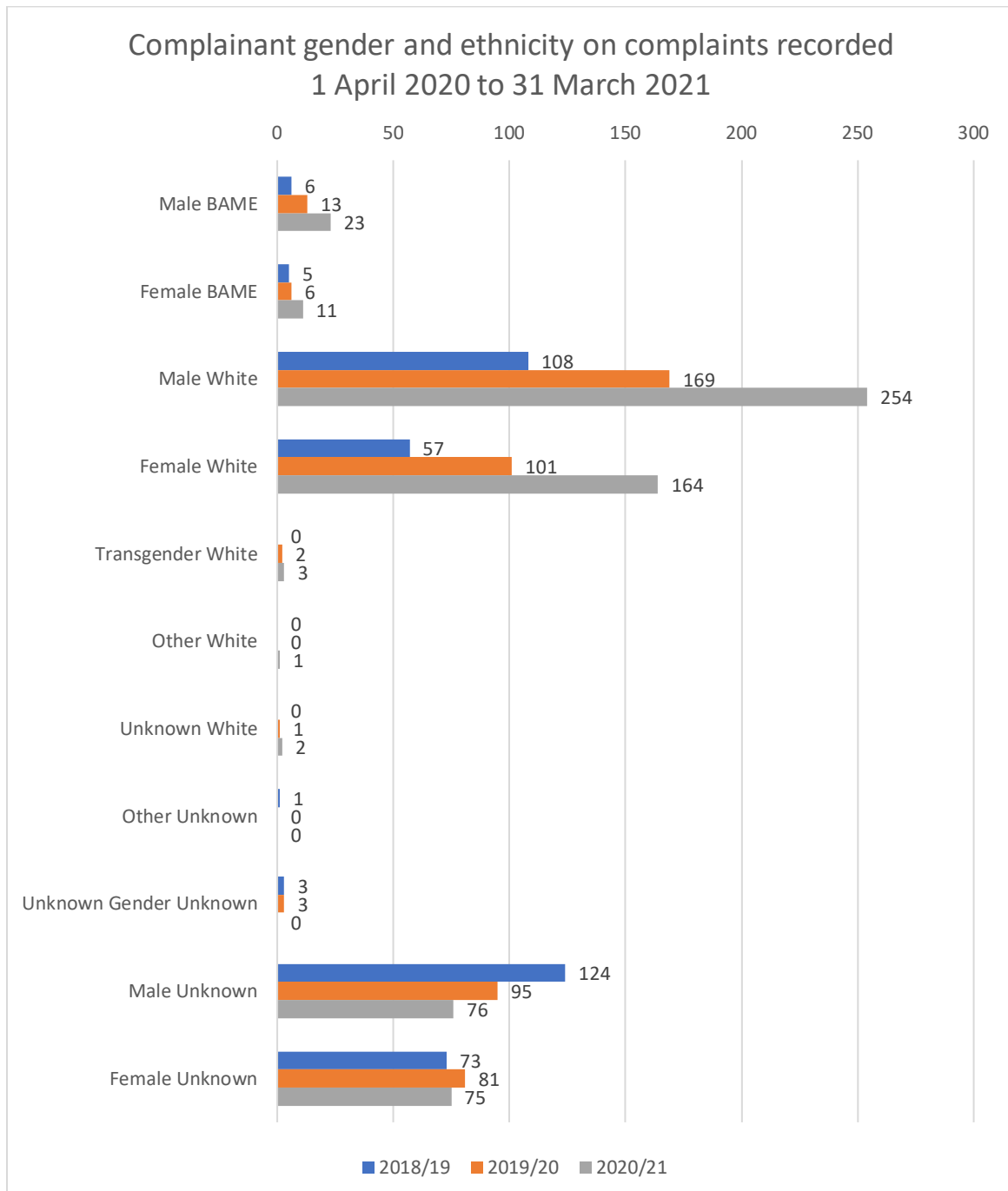
Cases handled outside of Schedule 3 took on average 38 working days to finalise from the date the complaint was recorded to the date closed on the case management system.

Complainant demographic

In the reporting period, 1 April 2020 to 31 March 2021, 582 complaint cases were received. A total of 609 individual complainants are recorded as having made the complaints and where known, details of the complainant’s ethnicity and gender are recorded.

There is no requirement for complainants to provide their ethnicity when making a complaint and of the complaints recorded in the reporting period the complainant’s ethnicity has been recorded on 75% of cases. This is an increase from 62% of complainants providing their ethnicity the previous year and 47% in 2018/19.

(Chart 13): The graph below shows the ethnicity and gender of the those making complaints, in comparison with 2019/20 and 2018/19:



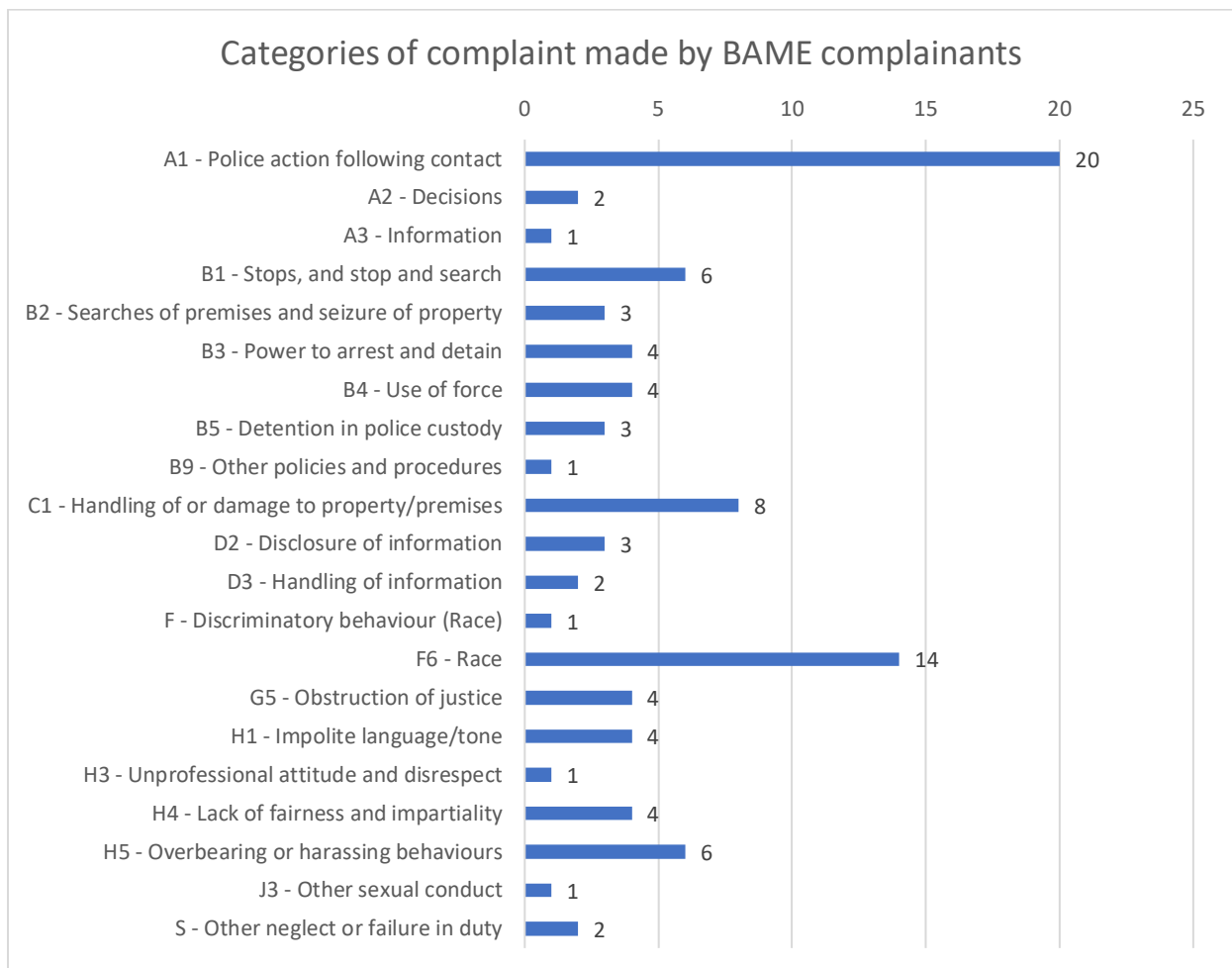
Complaints made by Black, Asian and Minority Ethnic

Of the 609 complainants recorded on cases, 34 have advised PSD they are Black, Asian and Minority Ethnic (BAME). This is 5.6% of all the complainants recorded.

This compares to 19 BAME complainants in 2019/20 which was 4% of the 471 complainants recorded and in 2018/19, 11 complainants were BAME which was 2.9% of the 377 complainants.

The percentage of BAME complainants has increased over the 3-year period and the percentage of complainants providing their ethnicity data has also increased.

(Chart 14): The 34 complainants from BAME backgrounds have made 94 separate allegations on 33 complaint cases received in the reporting period and these are broken down into the following sub categories:



Examples of the allegations recorded between 1 April 2020 and 31 March 2021 under the top 5 sub-categories are detailed as follows:

OFFICIAL

- **Police action following contact** – following a call for safety at a property the complainants state there was a lack of communication with them in relation to the damage caused and access to the property
- **Race** – the complainant was arrested and believes this was because of their skin colour
- **Handling of or damage to property/premises** – the complainant was dissatisfied that property seized was not returned in a timely manner and an item was missing
- **Stops, and stop and search** – the complainant was dissatisfied that they have been stopped twice by police and question the reasons for this
- **Overbearing or harassing behaviours** – the complainant was questioned by officers and felt victimised as they were being deliberately difficult and asking questions which were not related to the purpose of their visit to the complainant

All complaints made about discrimination contain at least one further sub-category of complaint as associated allegations such as Use of force, Impolite language/tone, Unprofessional attitude and disrespect, Lack of fairness and impartiality and these are recorded as separate allegations.

In 2 of the 4 complaints recorded under Stops, and stop and search, the complainants also made allegations of discrimination on the grounds of Race.

Discrimination complaints

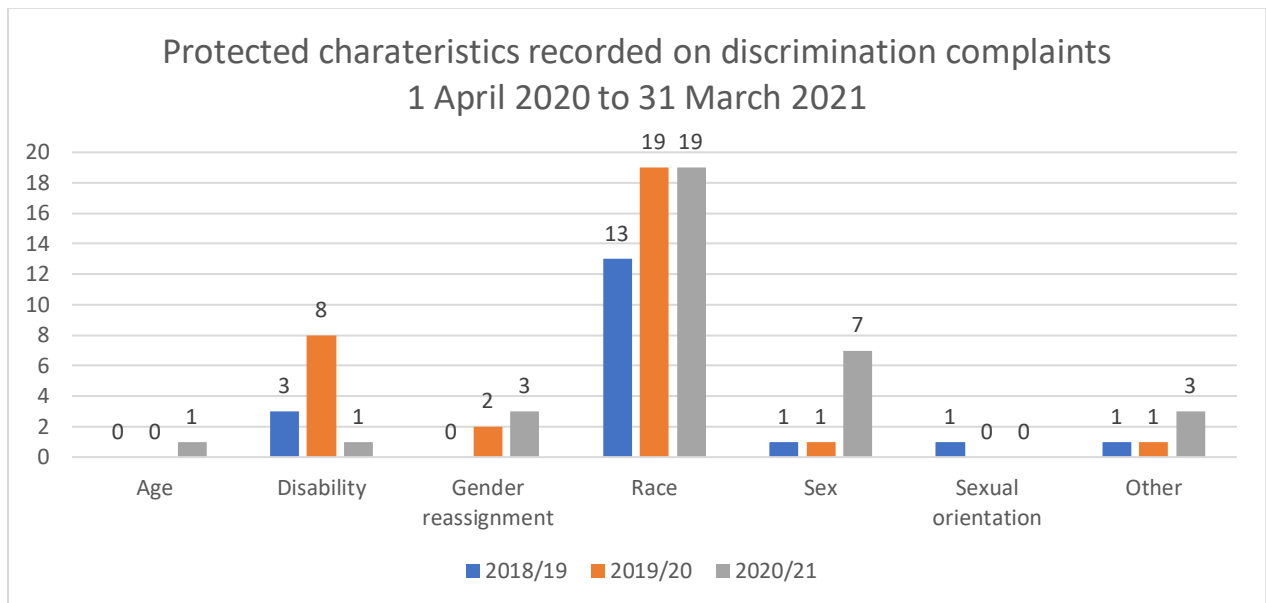
In the reporting period 1 April 2020 to 31 March 2021, a total of 1,221 allegations were recorded on complaint cases recorded under new Regulations. Of this total, 34 allegations were recorded alleging discrimination which amounts to 2.8% of the total recorded.

To compare this to 2019/20, a total of 31 allegations of discrimination were recorded which is 3.6% of the 852 allegations linked to complaints recorded.

In 2018/19, 19 allegations of discrimination were recorded which is 2.5% of the 751 allegations recorded.

This category of complaint covers all discrimination under the protected characteristics of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation and other (identifiable groups not protected under the Equality Act 2010).

(Chart 15): The chart below shows the protected characteristics recorded on allegations received in the reporting period, compared 2019/20 and 2018/19:



The current status of the 34 allegations recorded is as follows:

- 2 live investigations
- 4 currently sub judice
- 17 the service provided was acceptable
- 2 not determined if the service provided was acceptable
- 4 no further action taken
- 2 resolved
- 1 not resolved – no further action
- 2 withdrawn

Of the 34 allegations recorded, over half, 55.9%, have been made under the protected characteristics of race. Complainants feel the service they received was not acceptable, or they were treated less-favourably, due to their ethnicity or ethnic appearance.

OFFICIAL

Of the 19 allegations recorded under the protected characteristic of Race, a quarter relate to the pro-active use of police powers, i.e. traffic stops or stop and search.

Five of the allegations relate to the complainants' arrest or treatment in custody where they believe the service they received was due to discrimination.

Four of the allegations relate to the way the investigation was handled with complainants stating they were not taken seriously, not provided with updates, the investigation was prolonged and decision making was due to their ethnicity.

A total of 7 complaints have been made under the protected characteristic of sex, which is 20.6% of the 34 allegations. In all 7 allegations, the complainant is male and believe they were treated less favourably as a male. One complainant has made two complaints of discrimination with the second being made against the officer who handled their first complaint. Most of the complaints originate from domestic issues.

Allegations of discrimination recorded 1 April 2020 to 31 March 2021

The following are summaries of the complaints made of discrimination, recorded in the reporting period, with the protected characteristic and current status of the complaint.

1. A member of the complainant's family was interviewed in relation to an incident and is unhappy they did not have someone with them to help understand the process and the questions and alleges they were discriminated against because of their appearance and past history – **OTHER** (Schedule 3 complaint – the service provided was acceptable)
2. The complainant's hand break cable snapped whilst out in their vehicle. On their way home after purchasing a new one they were stopped by police. The complainant is unhappy that this has happened because they are Lithuanian and not English – **RACE** (Schedule 3 complaint – the service provided was acceptable)
3. Complainant has reported domestic issues concerning his ex-wife and child and is unhappy that the Police treat him differently because he is male and his ex-wife's word is taken over his – **SEX** (Schedule 3 complaint – no further action taken)
4. Complainant was stopped and searched by officers and states this was motivated by their background as the officers indicated that Albanians carry guns – **RACE** (Schedule 3 complaint – the service provided was acceptable)
5. The complainant has raised a previous complaint and is unhappy with contact from the officer because he made sexist assumptions and treated him differently because he is male – **SEX** (Schedule 3 complaint – the service provided was acceptable)
6. Complainant was involved in an incident several years ago and he is unhappy that due to gender prejudices the police have not acted properly and allowed the other party to manipulate them and not look into his complaints against her – **SEX** (Schedule 3 complaint – no further action taken)
7. The complainant was stopped by officers and is dissatisfied that they were the only one searched due to their ethnic background – **RACE** (Outside Schedule 3 – not resolved no further action)

OFFICIAL

8. Following an incident where an officer attended the complainant's address, they state they were pushed and nearly made to fall over. The complainant believes this was racially motivated – **RACE** (Scheduled 3 complaint – the service provided was acceptable)
9. Complainant feels the investigation has been prolonged due to their ethnicity and that had they been a white English person, they would have been treated significantly better – **RACE** (Schedule 3 complaint – the service provided was acceptable)
10. The complainant has questioned why the officer chose to stop the driver when the individuals driving the vehicles in front and behind were not stopped, despite them speeding. The complainant states that more must be done to be more support BAME members of the community – **RACE** (Schedule 3 complaint – the service provided was acceptable)
11. The complainant was arrested and believes this was because of their skin colour – **RACE** (Schedule 3 complaint – withdrawn by the complainant)
12. The complainant was spoken to by an officer and is dissatisfied with the language used when they advised the officer they reside in a caravan – **OTHER** (Schedule 3 complaint – not determined if the service provided was acceptable)
13. Complainant states they were discriminated against (no further details provided by the complainant) – **RACE** (Schedule 3 complaint – the service provided was acceptable)
14. The complainant states that, during their arrest, they were discriminated against by officers – **RACE** (Schedule 3 complaint – the service provided was acceptable)
15. The complainant received a visit from officers investigating an incident, believes the action taken was unreasonable and the officers were discriminatory – **GENDER REASSIGNMENT** (Schedule 3 complaint – the service provided was acceptable)
16. The complainant was arrested several years ago and is dissatisfied that he was told by an unnamed retired police officer that the police always believe the woman's side – **SEX** (Schedule 3 complaint – no further action taken)
17. The complainant was arrested for a traffic offence and states they were racially discriminated against in custody – **RACE** (Schedule 3 complaint – currently sub judice)
18. The complainant has reported neighbour issues to police and states they are being discriminated against and treated unfairly because of their mental health – **DISABILITY** (Schedule 3 complaint – the service provided was acceptable)
19. The complainant was stopped by police whilst driving and the officer was discriminatory in the way they addressed the complainant – **GENDER REASSIGNMENT** (Schedule 3 complaint – not determined if the service provided was acceptable)
20. The complainant believes they are being persecuted due to their gender and police are biased towards the other party – **SEX** (Schedule 3 complaint – the service provided was acceptable)
21. The complainants state the way officers dealt with the incident is discrimination as officers knew the tenants were Chinese – **RACE** (Schedule 3 complaint – the service provided was acceptable)

OFFICIAL

22. The complainant has reported various crimes and is dissatisfied with the officer's investigation because they have made them feel discriminated against – **SEX** (Schedule 3 complaint – the service provided was acceptable)
23. The complainant was arrested and states they were discriminated against whilst at the police station – **RACE** (Schedule 3 complaint – withdrawn by the complainant)
24. The complainant states the officer discriminated against them due to their age – **AGE** (Schedule 3 complaint – the service provided was acceptable)
25. The complainant was stopped whilst driving and believes they were racially profiled by the officer – **RACE** (Schedule 3 complaint – the service provided was acceptable)
26. The complainant states the officer refused to return their dog as they are from the travelling community – **OTHER** (Outside Schedule 3 complaint – resolved)
27. The complainant's partner is the victim of ongoing neighbour issues and believe this is not being taken seriously due to institutional racism – **RACE** (Outside Schedule 3 complaint – resolved)
28. The complainant believes the officer was discriminatory and oppressive – **GENDER REASSIGNMENT** (Schedule 3 complaint – no further action)
29. The complainant was stopped and arrested and believes this was due to their race – **RACE** (Schedule 3 complaint – currently sub judice)
30. The complainant was in custody when the officer made a comment about the solicitor and the complainant perceived this to be institutional racism – **RACE** (Schedule 3 complaint – live complaint)
31. The complainant was arrested and states they have not been provided with updates which they believe is due to their background – **RACE** (Schedule 3 complaint – currently sub judice)
32. The complainant was arrested and believes they were targeted and treated less favourably as they are black – **RACE** (Schedule 3 complaint – live complaint)
33. The complainant was arrested and believes the decisions made in the investigation were discriminatory – **RACE** (Schedule 3 complaint – currently sub judice)
34. The complainant believes their arrest for a domestic incident was due to being male – **SEX** (Schedule 3 complaint – not determined if the service provided was acceptable)

Police officers and staff subject of complaint

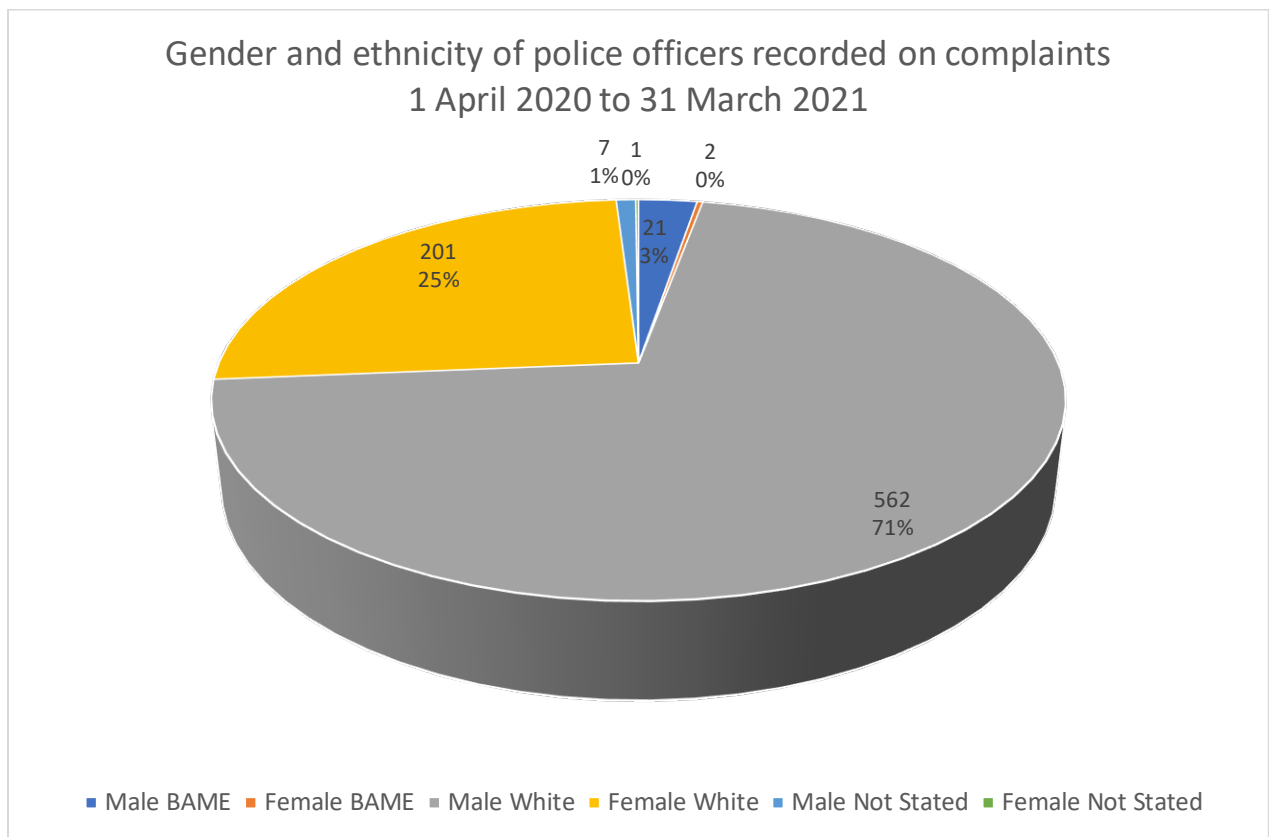
The 582 complaints received in the reporting period have been made against 1,036 police officers, Special Constables and members of police staff.

Not all officers and staff are identified at the point the complaint is made as the complainant may not know the details of the person they had contact with.

A total of 836 officers and staff have been named on the 582 complaints received in the reporting period however it is likely that this number will increase during the investigation / resolution of the complaint.

Police officers

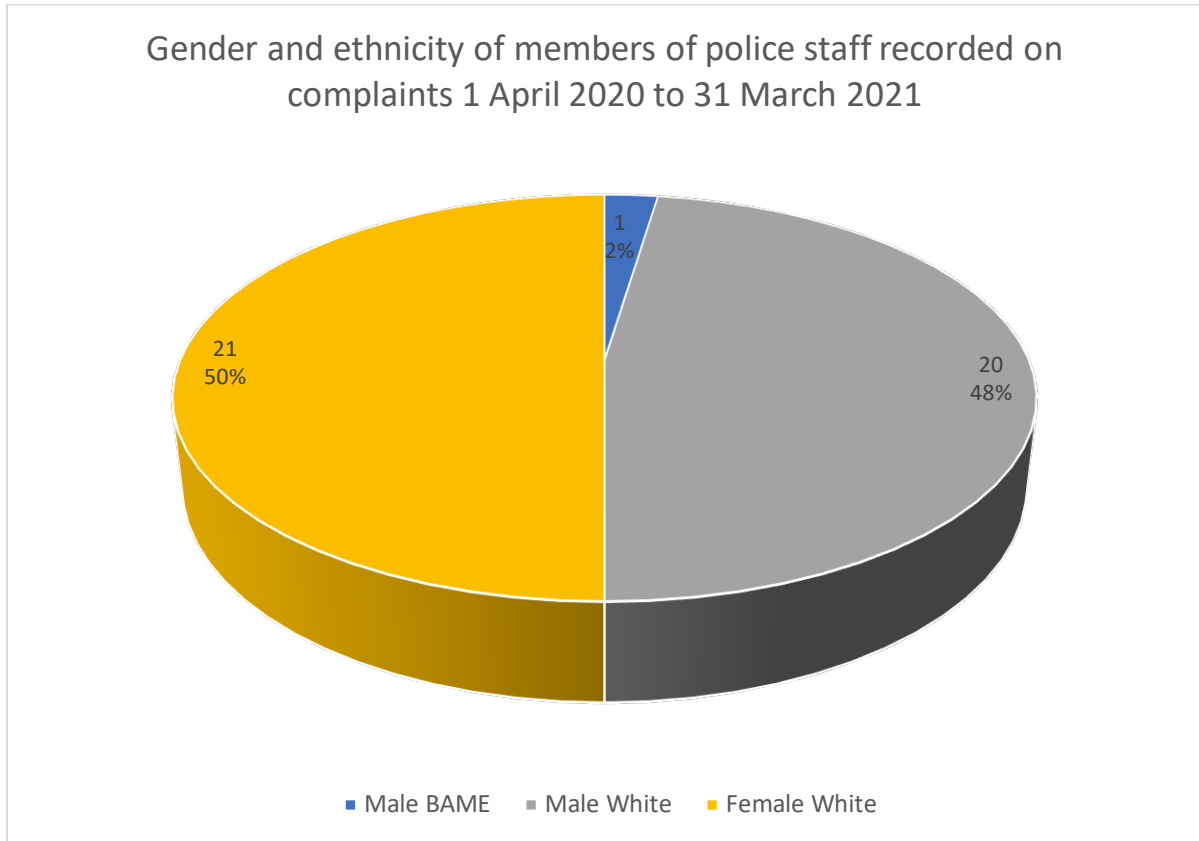
(Chart 16): Of the named subjects, 794 are police officers and Special Constables and details of their gender and ethnicity are detailed in the chart below:



Of the 794 named officers, 2.9% are BAME, 96.1% are White and 1% are unknown. The data above relates to the number of individuals recorded on complaint cases and therefore if one officer is subject of two complaints, they will be counted twice.

Members of police staff

(Chart 17): Of the named subjects, 42 are members of police staff and details of their gender and ethnicity are detailed in the chart below:



Of the 42 named members of police staff, 2.4% are BAME and 97.6% are White. The data above relates to the number of individuals recorded on complaint cases and therefore if one member of staff is subject of two complaints, they will be counted twice.

Organisational learning

An important part of the complaints process is to identify learning either individually or as an organisation. Learning is also identified through conduct and other matters referred to PSD.

The following examples highlight some of the organisational learning from the reporting period where follow up action has been completed in order to reduce the likelihood of the same problem reoccurring:

- 1) Following investigation into a Death or Serious Injury investigations a learning point was highlighted around local training requirement about Missing Persons. All district officers were required to complete a training package covering the missing person investigation system. On the job training/guidance given to South Norfolk staff by Missing Person Coordination Sergeant.
- 2) A misunderstanding/miscommunication occurred between Norfolk Lowland Search and Rescue (NORLSAR) and the Police Search Advisor (POLSA); whereby the POLSA was of the understanding an area had been searched, but it hadn't. To address communication issues all POLSA's undertook the Joint Emergency Services Interoperability Programme [JESIP] training during continuous professional judgement days. JESIP training was also offered to Norfolk and Suffolk LSAR.
- 3) Complaint regarding an issue with neighbours' contractors completing landscaping work. Crime was not recorded in accordance with National Crime Recording Standards. Learning identified; and Crime Data Integrity presentation provided to relevant staff by supervisors to improve understanding of their requirements under the NCRS.
- 4) Issue with regards to Data Protection breach. Following Clare's Law disclosure, complainant was provided with disclosure relating to another person, who had the same name as the intended subject. Learning identified; the overlapping linked records were amended to ensure data accuracy, awareness reminder circulated in Force Orders and 60 Second Briefing; current template letters adapted to cover where verbal incorrect disclosures have been made to prevent further leakage of an incorrect data verbally provided.
- 5) A conduct investigation which highlighted gaps in Force Policy with regards to continual professional judgement [CPD] for Driver Trainers in the Driver Training Unit [DTU.] The DTU are contributing to the Regional Practitioner's Group and a new Authorised Professional Practice is expected. Locally, the Force Policy Document for 'Drivers of Police Vehicles' is in the consultation phase and a new published document was expected September 2020.
- 6) Issues identified with regards to how a neighbour dispute was handled, which included a number of complaints being disclosed. Local measures were put in place to ensure that any ongoing neighbour or boundary dispute issue is triaged by the Safer Neighbourhood Team Sergeant to allow the most appropriate resource to deal, to ensure a consistent approach across the district. A bespoke entry was distributed in the PSD Learning Times, in consultation with various internal departments to provide easy-to-read guidance and relevant signposting to ensure we provide a better service to the public when dealing with neighbour disputes; assisting officers to help public understand the limitations of police powers in such situations to ensure expectations are managed better.

OFFICIAL

- 7) During the course of a complaint investigation, the complainant disclosed a number of criminal complaints for which they were the victim of. These were not identified by either of the investigating officers, and not highlighted until the complainant appealed the outcome of their complaint. Officers were provided with advice, and guidance was circulated in the learning times bulletin.
- 8) An issue was identified with regards to the manner in which non-crime domestic breach of bails were dealt with. This arose following a complaint from the domestic abuse victim that when the suspect was arrested for other matters, the breach of bail was not dealt with. This identified a common misunderstanding amongst officers about the recording requirements when dealing with such matters. For this case, and many others the person who has breached their bail is often recorded as an 'involved party' on the Athena crime recording system – by doing this no notification is received by the custody sergeant when recording the persons details post arrest, nor is the person visible as a 'suspect' when their record is opened on Athena. PSD worked with the Athena and IMU teams to ensure a uniform understanding of what would be expected in such cases, to prevent a key safeguarding opportunity being missed – and the learning was distributed in the PSD Learning Times to all staff and officers; to ensure an opportunity to deal with a suspect for a breach of domestic related bail conditions is not missed, and IMU staffed were briefed about the need to ensure 'suspects' are recorded appropriately.

A recent recommendation from the IOPC, following a review into the outcome of a complaint highlighted a lesson with regards to conduct of officers whilst off duty; and inadvertently putting themselves on duty. A message was circulated in the PSD Learning Times distribution to all officers and staff in Norfolk and Suffolk, and the PSD training package for new student officers was updated to include specific case examples.

In respect of the individual learning identified the vast majority appear to be stand-alone incidents involving a single staff member or officer; which was adequately dealt with by way of reflection or advice from the individuals line manager. The common theme amongst the individual learning points was around the lack of use of body worn video, managing people's expectations and understanding how their mental health may have to be considered during Police intervention, and updating relevant persons during the course of an investigation – where appropriate, these points have been highlighted within the Learning Times monthly bulletin; owing to the common nature of the issues being highlighted on an individual basis. Other minor elements have been successfully resolved by way of the complaint handler recognising the error, and offering an apology to the complainant.

The common theme of individual learning of under usage of Body Worn Video is being addressed - PSD are currently working with the Executive Office, the Joint BWV Lead and the Corporate Communications team to develop a form of communication to encourage the use of BWV. The requirement to undertake checks on BWV usage now features in the forthcoming years PDR, and there is an expectation that line managers will monitor usage more closely to improve adherence to force policy.

In addition to the above matters a trend has been identified regarding the wearing of personal protective equipment owing to the COVID pandemic – these were, on the whole dealt with on an individual basis. A further theme was highlighted regarding Police actions and intervention at neighbour/property boundary disputes. Almost 14% of complaints since February 2020 have involved a neighbour dispute in some way. A bespoke message has been added to the November Learning Times bulletin, following discussions with Operational Partnership Team, Safer Neighbourhood Teams, Problem Solving Tactical Advisors and Design Out Crime Officers; to provide front line officer a go-to-guide for advice, and signposting.

Complaint training

Prior to the introduction of the new reforms in February 2020, a number of presentations were delivered to supervisors and senior managers in both counties, to raise awareness. It was anticipated that more bespoke training for those managing complaint cases would be provided following the introduction of the new reforms. COVID-19 and the lock-down meant that we were unable to go ahead with the training which had been planned.

We have ensured that our Intranet page and communications, including Learning Times has included the most up to date information on the new process and that staff in CMU are available to respond to queries and to offer support and guidance in the management of cases. Bespoke training has been provided, which has included presentations to new supervisors as part of their development, as well as mini masterclasses on complaint handling to individuals and small groups via teams, which has been arranged by local managers.

We are currently working with L&D to produce a bespoke learning package for complaint handling for new supervisors on the Leadership Development Course. This learning module will be mandatory and will also involve a masterclass to be led by experienced staff in Complaints Management. The content will include a knowledge check of the module content and an opportunity to ask questions. We will also look to develop something similar for Inspectors who will be responsible for managing more complex investigations.

The Serious Cases Unit within Professional Standards has continued to support the training of Student Officers, Custody Sergeants and Special Constables. Whilst the method of delivery had been digital (via Teams), face to face training has now resumed.

Reviews

Complaints recorded under Schedule 3 of the PRA 2002 from 1 February 2020, allows the complainant to request a review if they remain dissatisfied with the outcome of their complaint. The request for review is made to either the IOPC or the Local Policing Body and the outcome letter to the complainant will advise them who the relevant review body is.

IOPC reviews

In the reporting period the IOPC received 20 requests to review the outcome of the complaint. Of those reviews, 16 have been concluded. One of the reviews was withdrawn by the complainant and the outcome of the complaint was reasonable and proportionate in 11 cases.

The IOPC determined in 4 cases that the outcome of the complaint was not reasonable and proportionate. In these cases, the IOPC determined that not all the complaints had been responded to and it was necessary for the complaints to be investigated. In all cases the investigation has been concluded and the complainants were provided with further rights of review.

Local Policing Board reviews

A total of 45 reviews were recorded by the Local Policing Body in the reporting period and they have all been concluded. In 2 of the cases it was determined that the review was not valid. Of the 43 valid reviews it was determined the outcome of the complaint was reasonable and proportionate in 36 cases. In the remaining 7 cases it was determined that the outcome of the complaint was not reasonable and proportionate.

In 4 of the cases the LPB recommended either investigation of the complaint or to address outstanding complaints and in the remaining cases it was recommended that the outcome to the allegation was altered. In 2 of the cases the LPB recommended lessons learned.

Chapter 13 Reviews

The IOPC Statutory Guidance states:

'It is important that investigations are conducted in a timely manner. This can affect what outcomes may be available and therefore the ability to secure a fair result. It helps to secure confidence in the complaints system and minimise the impact of an investigation on all those involved.'

Where a local investigation is not completed within 12 months the appropriate authority must provide the local policing body and the IOPC with details, in writing, of the cases including the progress of the investigation, an estimate of the timescales, the reason for the length of time taken and a summary of the steps to progress the investigation and bring it to a conclusion.

In the reporting period, 1 April 2020 to 31 March 2021, two complaint cases were highlighted as not being completed within 12 months. The investigation in both these cases had been suspended due to the complaints being sub judice. The IOPC confirm there is no requirement to review cases which are sub judice and provide a formal response.

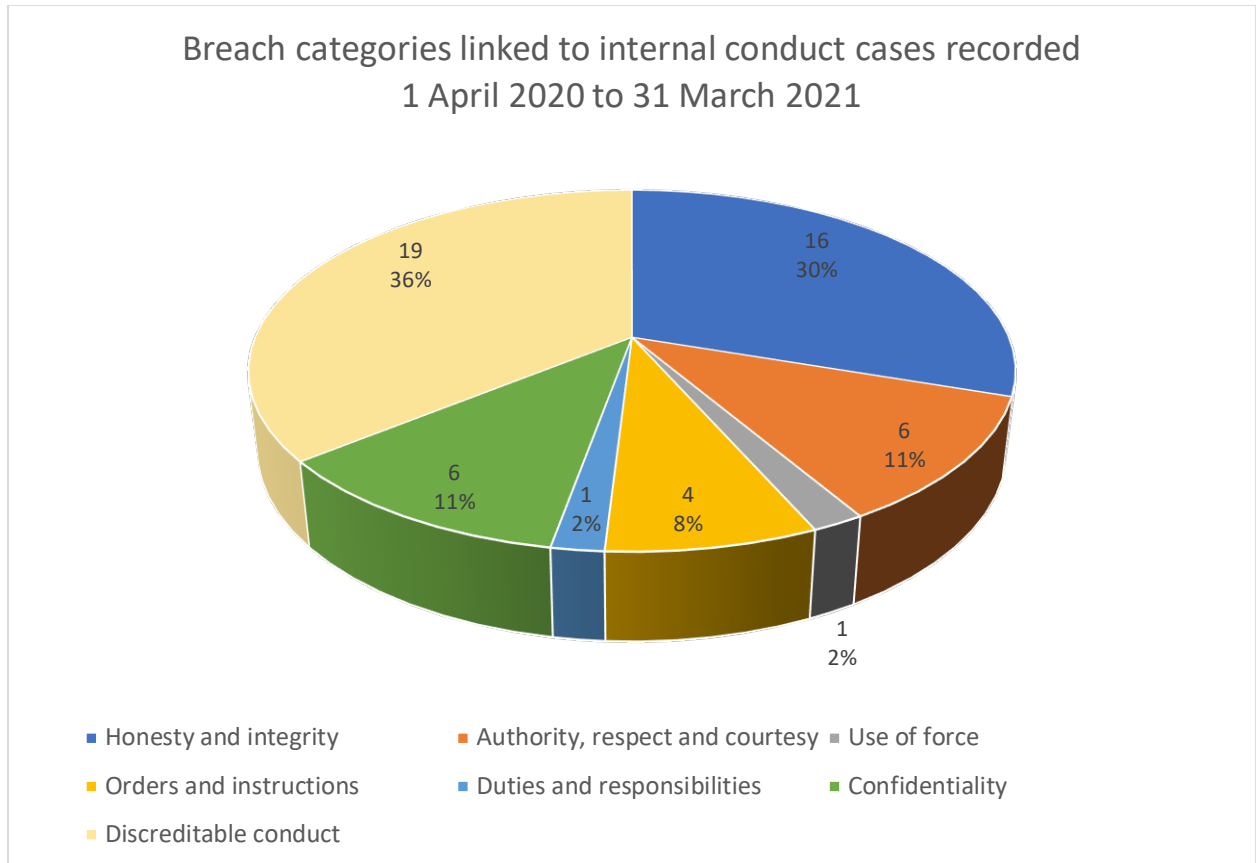
The appropriate authority will advise the local policing body of all cases which meet the 12-month time period and also highlight any IOPC independent investigations which take longer than 12 months to complete.

Internal Investigations

A review of the internal investigations recorded between 1 April 2020 and 31 March 2021 has been conducted.

During the reporting period, 33 internal conduct cases were recorded, consisting of 53 separate breaches of the Standards of Professional Behaviour. These breaches relate to 28 Police officers, 9 members of Police staff and 1 member of the Special Constabulary.

(Chart 18): The chart below shows the number of breaches recorded on the conduct cases under each category and as a percentage overall:



Of the 53 breaches, the most frequently recorded was Discreditable conduct at 36%, followed by Honesty and integrity at 30% and Authority, respect and courtesy and Confidentiality both at 11%.

Examples of some of the breaches recorded are as follows:

- Allegation the officer continued to conduct their business interest when not authorised
 - *Reflective Practice Review Process*
- Allegation the member of staff accessed Force systems without a policing purpose
 - *Dismissed at a misconduct hearing*

OFFICIAL

- Allegation the member of police staff knowingly breached the Coronavirus guidelines
 - *Written Warning issued*
- Allegation the officer's driving fell below the expected standard
 - *Reflective Practice Review Process*
- Allegation the officer's behaviour towards their supervisor and other colleagues was verbally abusive and aggressive
 - *Reflective Practice Review Process*

Of the conduct cases recorded in the reporting period, 25 have been finalised to date:

- 4 cases resulted in a case to answer for gross misconduct and were referred to misconduct hearings
- 2 cases resulted in a case to answer for general misconduct and were referred to misconduct hearings
- 4 cases resulted in a case to answer for misconduct and were referred to misconduct meetings
- 9 cases resulted in the matters being determined as Practice Requiring Improvement and were referred for Reflective Practice
- 2 cases resulted in a case to answer for misconduct however no action was taken as the officers had left the Force
- 4 cases resulted in no case to answer for misconduct

Reflective Practice Review Process

The Reflective Practice Review Process (RPRP) encourages officers to reflect and learn from any mistakes or errors and was introduced to increase the emphasis on finding solutions, rather than focusing on a punitive approach. It is not a disciplinary process or a disciplinary outcome.

Of the conduct cases finalised in the reporting period, 9 police officers have been subject of a decision by the appropriate authority as Practice Requiring Improvement and referred to the Reflective Practice Review Process.

MISCONDUCT/DISCIPLINE OUTCOMES

(Table 6): The following table provides details of the misconduct and disciplinary outcomes recorded against police officers, police staff and members of the Special Constabulary as a result of hearings and meetings.

MISCONDUCT HEARINGS 1 APRIL 2020 TO 31 MARCH 2021		
	Nature of Offence	Outcome
1	A police officer attended a special case hearing for Discreditable conduct. Received a police caution for resisting arrest.	Dismissed
2	A member of police staff attended a misconduct hearing for Discreditable conduct. Knowingly breached coronavirus legislation, was not honest to police officers and failed to act with self-control, respect and courtesy towards a member of the public.	Written Warning
3	A member of police staff attended a misconduct hearing for Honesty and integrity. Failed to accurately record working time in the correct way.	Written Warning
4	A fast track hearing was held for a former police officer for Discreditable conduct. Appeared at court for criminal offences.	Would have been dismissed had they not resigned
5	A member of police staff attended a misconduct hearing for Confidentiality. Disclosed police information that was not in the public domain to a third party.	Final Written Warning
6	A police officer attended a misconduct hearing for Honesty and integrity. Accessed Force systems for a non-policing purpose and passing information to a third party. Failure to disclose association.	Final Written Warning
7	A police officer attended a misconduct hearing for Honesty and integrity. Acted dishonestly when submitting documentation to the Constabulary in relation to an internal work-related matter.	Dismissed

OFFICIAL

8	<p>A police officer attended a misconduct hearing for Fitness for duty, Discreditable conduct and Honesty and integrity.</p> <p>Whilst suffering from a serious condition the officer engaged in activities which carried further risk of injury and sustained an injury which impeded their return to work. Was dishonest when providing an account of how the injuries were sustained.</p>	Dismissed
9	<p>A police officer was subject of an accelerated hearing for Discreditable conduct.</p> <p>Suspect in an ongoing criminal investigation.</p>	Dismissed
10	<p>A former police officer was subject of a misconduct hearing for Honesty and integrity, Confidentiality and Discreditable conduct</p> <p>Harassment of a police officer colleague. Breach of Computer Misuse Act.</p>	Would have been dismissed had they not resigned
11	<p>A member of police staff attended a misconduct hearing for Confidentiality.</p> <p>Accessed Force systems without a policing purpose.</p>	Dismissed
MISCONDUCT MEETINGS		
1	<p>A police officer attended a misconduct meeting for Discreditable conduct and Confidentiality.</p> <p>Used a police vehicle for a non-policing purpose. Accessed Force systems for a non-policing purpose.</p>	Written Warning
2	<p>A police officer attended a misconduct meeting for Honesty and integrity.</p> <p>Accessed Force systems for a non-policing purpose.</p>	Final Written Warning
3	<p>A police officer attended a misconduct meeting for Fitness for duty, Discreditable conduct and Honesty and integrity</p> <p>Took part in off duty activities whilst on restricted duties. Failure to self-isolate after COVID test. Provided misleading information to supervisor.</p>	Written Warning
4	<p>A Special Constable attended a misconduct meeting for Discreditable conduct.</p> <p>Possession and forwarding of an inappropriate image.</p>	Final Written Warning

Resignations

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

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

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

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

Two police officers resigned within the reporting period. In both cases the matters were progressed to misconduct hearings and they would have been dismissed had they not resigned.

Public Hearings

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

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

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

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

Of the misconduct hearings held in the reporting period for police officers, one was held in private as there was an ongoing live criminal investigation.

Glossary

Appropriate authority - the appropriate authority for a person serving with the police is:

- for a chief officer or an acting chief officer, the local policing body for the area of the police force of which that officer is a member; or
- in any other case, the chief officer with direction and control over the person serving with the police

In relation to complaints not concerning the conduct of a person serving with police, the appropriate authority is the chief officer of the police force with which dissatisfaction is expressed by the complainant.

Complaint – any expression of dissatisfaction with police expressed by or on behalf of a member of the public

Complaint handler – is any person who has been appointment to handle a complaint

IOPC Statutory Guidance – is the guidance from the IOPC to assist local policing bodies and Forces to achieve high standards in the handling of complaints, conduct matters, and death or serious injury (DSI) matters concerning those serving with the police, and to comply with their legal obligations.

Schedule 3 – of the Police Reform Act 2002

Outside Schedule 3 – handling a matter outside of the Police Reform Act 2002

Investigation – an investigation of the matter recorded under Schedule 3.

Otherwise than by investigation – responding to concerns raised and seeking to resolve them under Schedule 3.

Service provided was not acceptable – the service provided (whether due to the actions of an individual, or organisational failings) did not reach the standard a reasonable person could expect.

Not been able to determine if the service provided was acceptable – should only be determined in situations where despite the complaint being handled in a reasonable and proportionate manner, there is too little information available on which to make the determination.

Local Policing Body – is the term for the Police and Crime Commissioners

Practice requiring improvement – underperformance or conduct not amounting to misconduct or gross misconduct, which falls short of the expectations of the public and the police service.

Regulation 41 – the Regulation under the Police (Complaints and Misconduct) Regulations 2020 under which the appropriate authority contacts the complainant following a suspension of the investigation of a complaint to ascertain whether they wish for the investigation to be started or resumed. If the complainant does not want the investigation started or fails to reply the appropriate authority must determine whether it is in the public interest for the complaint to be treated as a recordable conduct matter.

Reflective Practice Review Process – the procedures set out in Part 6 of the Police (Conduct) Regulations 2020, for handling practice requiring improvement

Relevant review body (RRB) – the relevant body (the IOPC or the Local Policing Body) to consider a review made under Paragraph 6A or 25, Schedule 3, Police Reform Act 2002.

Withdrawn complaints – a complaint that is withdrawn in accordance with regulations 38 and 39, Police (Complaints and Misconduct) Regulations 2020 following an indication or notification from the complainant.