

## **PCC ACCOUNTABILITY MEETING**

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

**Wednesday 20<sup>th</sup> October 2021 at 2:00pm – 4:00pm**  
**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 29 <sup>th</sup> July 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 11       |
| 7.  | Police and Crime Plan Theme: 'Increase Visible Policing'   | Page 32       |
| 8.  | Police and Crime Plan Theme: 'Prevent Offending'   | Page 41       |
| 9.  | Emergency Services Collaboration Group Update  | Page 56       |
| 10. | Emerging Operational/Organisational Risks  | Verbal Update |
| 11. | AOB:   |               |
| 12. | <p><u>Date of Next Strategic Governance Board Meeting:</u><br/>Tuesday 16<sup>th</sup> November 2021 from 2:00pm - 4:00pm</p> <p><u>Date of Next Estates Governance Board Meeting:</u><br/>Tuesday 23<sup>rd</sup> November 2021 from 2:00pm – 4:00pm</p> <p><u>Date of Next PCC Accountability Meeting:</u><br/>Wednesday 26<sup>th</sup> January 2022 from 10:30am – 12:30pm</p> |               |

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

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

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



Before addressing the agenda items, the PCC advised of his statutory duty to hold the Chief Constable to account and added that his Police and Crime Plan would come into effect from the 31<sup>st</sup> March 2022. He went on to explain how the meeting has changed from the Police Accountability Forum to the PCC Accountability Meeting where the public can now submit questions to be asked by the PCC during the meeting. Any questions that were not addressed during the meeting would be published on our website with the Constabulary response.

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

There were none received.

## **3. To Confirm the Minutes of the Meeting Held on the 9<sup>th</sup> March 2021**

The minutes were approved. There were no updates as there was no actions from the last meeting.

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

The Temporary Chief Constable (T/CC) spoke to the agenda item.

The key points discussed were as follows:

- The T/CC stated that the average number of daily cases of Covid-19 in Norfolk was 365 for every 100,000 people and advised that Norfolk was following the national trend. He added that a number of activations of call takers self-isolating had an impact on the Constabulary Control Room, although this was mitigated through contingency planning allowing the Constabulary to maintain the 999 and 101 service. During that time, 36 officers and 28 staff were isolating and/or had positive cases. The PCC stated that he was reassured the planning worked and the Constabulary was able to continue providing a service to the public.

## **5. Public Questions**

First question relates to contacting local officers directly. Member of the public could not hand something into a police station, which was advertised as being open:

- The T/CC stated that due to Covid-19 infection control limits, police stations had limited the number of people allowed into the station. The ACC stated that across Norfolk there are three public enquiry sites that members of the public can hand things into: one in Great Yarmouth, one in Kings Lynn and one in Norwich. Volunteers are based at some other police stations; however, safety measures exist currently due to Covid-19. The ACC stated that local officers

could be contacted through email and by phone. He added that members of the public could also call the Constabulary on 101 and ask for an officer to call them back regarding an issue. Another way to contact the Constabulary would be to email the generic neighbourhood policing email address which can be found on the front of the Norfolk Constabulary website.

Two questions regarding the 101 number and how long it takes to answer:

- Since 2018 the Constabulary have changed the infrastructure of the Control Room and have enhanced the ability to answer 101 calls with a new switchboard system to manage them. There has been an increase to the number of switchboard operators from twelve to 27 and an uplift in the number of Communications Officers which has increased capacity; however, the Control Room is now taking double the amount of calls compared to five years ago. In June, 90% of calls were answered within two minutes and six seconds with an average of 45 seconds and calls to be dealt with by Communications Officers was four minutes and 44 seconds. There will always be some members of the public who will experience longer delays, especially during peak times and if they have administrative issues, as these will not take priority over issues such as Domestic Abuse. The triage system will select the urgency of calls and designate them to a queue where a switchboard operator will continually update the caller and provide them with alternative options to complete their request if they are not happy to wait.

Question regarding dog thefts and what the Constabulary is doing to make dog owners feel safe and how seriously is the issue being taken:

- The T/CC stated that over the past year there has been growing public concern in relation to dog thefts which is being fuelled by social media. He added that the prevalence is far lower than the perceived levels with 16 offences occurring in Norfolk over the past year. The Constabulary do take this seriously and are continuing to work with other partners to prevent this.

Question regarding national and local levels of financial fraud and the lack of Constabulary response to tackle this:

- The ACC stated that Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services reported on this subject in 2018. Norfolk Constabulary is chairing a Fraud Delivery Group to ensure coordination in the response to this crime. There is currently a courier fraud occurring around Norfolk with criminals pretending to be police officers and requesting callers to withdraw money from their banks to be collected by a courier. Norfolk Constabulary is actively investigating this alongside educating the public on how to prevent this happening to them. The Constabulary is working with partners such as Action Fraud and are contacting victims of fraud to raise awareness and provide crime prevention advice. The best way is to protect ourselves using passphrases and some criminals are based overseas so it is harder to bring these to justice.

Two questions regarding e-scooters. One person is concerned about being knocked down on the pavement:

- The T/CC stated that the Constabulary are regularly stopping e-scooters. It is illegal to ride them on the pavement and the Constabulary has confiscated numerous e-scooters and posted advice on social media to try and help with this issue. The Constabulary is also working with local shops to provide leaflets

on how to use e-scooters when they are purchased. There is a pilot scheme in Norwich, but this is a new demand which Norfolk Constabulary are responding to.

Four questions on visible policing:

- Norfolk Constabulary has made the business decision to not have PCSOs due to the cost effectiveness and the greater powers of officers and the amount of flexibility that can be had with them compared to PCSOs. Officers can be deployed on call and based on demand. The T/CC stated that he wants to do his best to increase visibility of uniformed officers but there is a gap between expectation of the public and what the Constabulary can deliver. The T/CC stated that the Constabulary are doing more to communicate the work done by the Constabulary to members of the public. He added that the demand meant that it was not always feasible for officers to walk around the community; however, visibility will be promoted across the county where it can. Abstraction has been a challenge for the Constabulary and the Test and Trace app has made this more difficult recently. Everything ebbs and flows month to month and July has been a busy month for the Constabulary, but hoping that demand will settle in the next few months.

Four questions relating to roads policing:

- The T/CC stated that unmarked police cars would not be a visible presence, which explains the challenges of policing. The T/ACC said there is a finite level of resources from the Constabulary, but there was a great deal of work being done towards tackling the 'Fatal four'. The Constabulary are encouraging members of the public to send in dashcam footage and are working to increase the storage capacity the Constabulary can hold. The T/ACC stated it was a balance of prevention and enforcement that was needed, and the Constabulary would deploy smartly based on data and provide the greatest impact possible. The PCC asked how the Constabulary was promoting Operation Snap and if there were any social media campaigns. The T/ACC stated that an ongoing campaign is required and the Constabulary would continue to look into any dashcam footage they receive.

## **6. 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 gave an overview of the Outturn Report for 2020/21. He outlined the final reserve movements and the in-year savings review over the past year. The group underspent by £685k on its revenue budget, equating to 0.39% of the total budget. He explained that due to the pandemic the Constabulary needed to protect reserves to absorb any funding uncertainty in line with a forthcoming

comprehensive spending review. He added that there was an underspend on the capital programme due to the pandemic causing slippage that moved estates spending to this year. The PCC asked the ACO to explain the constraints in the reserves. The ACO stated that the Reserves Strategy outlined the level of reserves and advised that levels do not fall below 2% of revenue budget spending. He added that the strategy was presented to the Police and Crime Panel who approved the precept. The ACO explained that the Constabulary no longer receive capital grants from the government and so reserves are projected to fall from around £20m to £14m.

- The ACO presented the estates paper and outlined the developments in Broadland and Swaffham Police Stations. He advised that Swaffham Police Station was now completed, but construction for the Broadland station was due to commence in early August. The Constabulary have identified sites that were no longer required for marketing and selling, which with sale receipts and reductions in running costs will ensure that the Long Term Estates Strategy reduces expenditure for the force.
- The ACC presented the performance metrics part of the paper and stated that 92% of emergencies were attended by police in less than 15 minutes for urban areas and 89% in 20 minutes for rural areas. He explained that during the pandemic this continued which was good service by Norfolk Constabulary. The ACC advised that the Constabulary answered 91% of 999 calls within ten seconds and typically answered calls within 5 seconds. The Switchboard in the Control Room were an ongoing investment that was discussed during the public questions part of the meeting. The ACC explained that because of the pandemic, the Crime Survey for England and Wales was not doing face-to-face surveying and instead Norfolk Constabulary have conducted their own surveys over the phone. This meant that the results could not be compared to previous years data; however, the Constabulary has conducted surveys with 4,000 people which produced positive results. 98% of respondents said they felt safe during the day and 78% said they did in the dark in Norfolk. 69% said they understand local policing issues.
- The PCC asked if there was an issue with drivers or transit when attending calls from rural areas. The ACC stated that it can be many issues but the Constabulary would aim to get an officer out as soon as possible based on availability. He added that there was a challenge due to the government uplift of new police officers which led to a number of officers needing to be driver trained. The Constabulary was working hard to release officers to provide a greater capacity for training. There are other priorities that need to be addressed to ensure the Constabulary are delivering the service required, but work is ongoing on solutions to deliver this.

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

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

The key points discussed were as follows:

- The ACC stated that there has been changes made to the Code of Practice for Victims of Crime which the Constabulary are aiming to deliver against. There is a statutory duty to keep the code under review. One of the new areas introduced with the code is the flexibility for victim contact, which was introduced to reduce confusion. There are twelve key rights and in the future the police will have to produce a data return to the Home Office in regards to implementation of the code. The Constabulary supports a victim's group which meets bi-monthly and ensures the delivery of the code, monitors compliance and ensure any training is delivered. The ACC stated that early signs has been positive in meeting their responsibilities, but the next steps are to ensure victim personal statements are working well and needs assessments are robust and are getting to the victims that need them.
- The PCC queried how the Constabulary viewed the treatment of victims being passed through the criminal justice system. The T/CC stated that the Constabulary have a good working relationship with relevant partners; however, the delays found in courts has affected the work in the Constabulary. The backlogs have the potential to reschedule cases and this has the risk to lose victims from the system who do not want to wait. He added that an increased capacity at the courts would help alleviate the backlogs and other out of court disposals would assist the delivery of restorative justice.

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

The Temporary Assistant Chief Constable (T/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 T/ACC explained the introduction of the Body Worn Video (BWV) project to provide devices for frontline staff. Work has been done to realise the benefits of the devices, with the potential to capture evidence and assist the Professional Standards elements. The key focus of the implementation of the devices is the initial evidence capture at scenes of crime which has led to positive outcomes. This data can be used to assist with court cases, but also complaints in regards to supporting or refuting allegations. The T/ACC stated that there are ongoing challenges with redacting and storing files along with sending data to external agencies. The Constabulary are looking to store files more efficiently and effectively with the upgrade of BWV devices. This has been successful, but challenges are ongoing. The PCC stated that there are ongoing issues in the media across the country with recordings being released early.



## **9. Professional Standards Department Complaints Update**

- The T/CC stated that two significant things have happened in the last reporting period: one being the change of the Policing and Crime Act, which has broadened the criteria for a complaint. Also, the Constabulary have increased the access to make complaints which has increased the number of complaints being recorded. Through local engagement, the Constabulary have advertised how complaints can be made to the Constabulary and included the confidential way this can be done. Complaints have therefore increased by 28% and the rise in this has been mostly in regard to 'delivery of duties and services'. The T/CC stated that the increase in complaints can be put in context alongside the increased number of calls. He added that young officers will inevitably make mistakes and due to an increased number of young officers from the Uplift programme this would be more common, so the focus is to learn, apologise and improve.
- The T/CC advised that there were two complaints reduction initiatives being worked on by the Constabulary. One was to work supporting regular complainers to aim to resolve issues. The second is to publicise feedback internally so all officers can take learnings and improve the service given to the public. He added that responding to complaints in a timely fashion was imperative, but this was sometimes difficult due to increased demand. There has been an increase in Inspectors in local policing teams and there is a business case to increase the number of admin support to try and resolve the issue of timeliness. This is a good example of a legislative change nationally resulting in workload challenges locally.

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


- The T/CC stated that the Constabulary has sought to strengthen the partnership between themselves and the Norfolk Fire and Rescue Service. This has led to positive developments such as the co-location inside the Constabulary Control Room which has helped with interoperable response to calls. The Constabulary will continue to explore where the Fire Service and Police can share premises, such as the Holt station. The T/CC explained that any further significant developments in regards to collaboration will need to be strategic/governance change, but the T/CC will await the PCC review in order to see the outcome. He added that the Constabulary is open to further engagement with other blue-light services should the opportunity arise. The PCC asked when had officers performed large incident training and if there were any plans to do exercises to keep these skills alive. The T/CC stated that over the past seven to eight years the Constabulary have tested responses through Operation Skilgate and there will be more training in the near future. He added that he was content with current processes and will continue to train officers in the future. The PCC added that he had met Councillor Margaret Dewsbury and Chief Fire Officer Stuart Ruff and all agreed to wait for decisions about fire governance before taking collaboration much further forward.

## 11. Emerging Operational / Organisational Risks

- The T/CC stated that the main areas of risk have been covered earlier in the meeting. The main issues outlined included the pandemic, where the Test and Trace app led to issues of resilience and he thanked his staff during this busy period. Another area was a number of current high-profile ongoing investigations, but he stated that this was being managed well.
- The T/CC advised that the Constabulary were planning for the comprehensive spending review and were working up contingencies depending on the outcome. The Constabulary continue to meet local targets for the national uplift of officers and are on track to deliver around 220 new officers. He added that the new framework for the new police education qualification will be live soon and abstractions would be a consideration for the Constabulary to manage. The PCC asked if there were any issues to having so many young officers in the Constabulary with less than five years of service. The T/CC agreed and stated that the new recruits start in response cars and are in front-facing roles. He added that there were positives with this as the new recruits would be motivated to do a good job and in five years' time Norfolk Constabulary would have an experienced and energised workforce. The T/CC stated that the Constabulary will need to increase the number of Sergeants to support the supervision of new recruits. The PCC added that he appreciated the work of the T/CC, officers and staff and was saddened they haven't received the pay rise to reflect these efforts.

## 12. AOB

- The PCC stated that the next PAM will be on the 20<sup>th</sup> October at 2pm and he would look to hold the next meeting physically and away from the Constabulary premises, but this would depend on Covid-19 restrictions and would be announced closer to the time.



.....  
Giles Orpen-Smellie  
Police and Crime Commissioner



.....  
Paul Sanford  
Temporary Chief Constable



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

**ORIGINATOR:** Assistant Chief Officer Peter Jasper

**REASON FOR SUBMISSION:** For Information

**SUBMITTED TO:** PCC Accountability Meeting – October 2021

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

**SUMMARY:**

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

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

**RECOMMENDATIONS:**

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

**ORIGINATOR:** Assistant Chief Officer

**REASON FOR SUBMISSION:** For Discussion

**SUBMITTED TO:** PCC Accountability Meeting 20.10.2021

**SUBJECT:** Budget Monitoring Report 2021/22  
(based on period to 31 July 2021)

**SUMMARY:**

1. This report provides a high-level financial overview of the Group Revenue and Capital Budgets for the current year, 2021/22.
2. The Commissioner approved the total revenue budget and capital programme for 2021/22 in February 2021 and this report forecasts income and expenditure to the end of the year (outturn) based on the position at the end of July 2021.
3. The Group is forecasting a revenue underspend of £0.185m, including a Constabulary underspend of £0.125m and OPCC & Commissioning budgets underspend of £0.060m.
4. The forecast capital position is a £2m underspend due largely to the re-profiling of costs relating to the major estates scheme at Broadland.

**RECOMMENDATIONS:**

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

## DETAIL OF THE SUBMISSION

### 1. OVERVIEW

1.1 Based on the position as at 31 July 2021, the total Group Revenue Budget is forecast to underspend by £0.185m (0.10%).

1.2 The high-level summary at month 4 is as follows:

|  | Budget<br>2021/22<br>£000 | Full Year<br>Forecast<br>£000 | Over(-)/Under<br>spend |               |
|--|---------------------------|-------------------------------|------------------------|---------------|
|  |                           |                               | £000                   | %             |
| <b>Office of the Police and Crime Commissioner</b> | <b>1,099</b>              | <b>1,091</b>                  | <b>8</b>               | <b>0.74%</b>  |
|  |                           |                               |                        |               |
| PCC Commissioning                                  | 1,206                     | 1,154                         | 52                     | 4.31%         |
| Transfer from reserves                             | (502)                     | (502)                         | 0                      | 0.00%         |
| <b>PCC Commissioning (net)</b>                     | <b>704</b>                | <b>652</b>                    | <b>52</b>              | <b>7.38%</b>  |
|  |                           |                               |                        |               |
| Chief Constable Operational Spending               | 189,619                   | 189,494                       | 125                    | 0.07%         |
| Transfer from Reserves                             | (543)                     | (543)                         | 0                      | 0.00%         |
| <b>Chief Constable Operational Spending (net)</b>  | <b>189,076</b>            | <b>188,951</b>                | <b>125</b>             | <b>0.07%</b>  |
|  |                           |                               |                        |               |
| Capital Financing                                  | 6,350                     | 6,350                         | (0)                    | -0.01%        |
| Transfer from reserves                             | (287)                     | (287)                         | 0                      | 0.00%         |
| <b>Capital Financing (net)</b>                     | <b>6,063</b>              | <b>6,063</b>                  | <b>(0)</b>             | <b>-0.01%</b> |
|  |                           |                               |                        |               |
| <b>Contribution to Reserves</b>                    | <b>946</b>                | <b>946</b>                    | <b>0</b>               | <b>0.00%</b>  |
|  |                           |                               |                        |               |
| <b>Specific Home Office Grants</b>                 | <b>(14,832)</b>           | <b>(14,833)</b>               | <b>0</b>               | <b>0.00%</b>  |
|  |                           |                               |                        |               |
| <b>Total</b>                                       | <b>183,056</b>            | <b>182,871</b>                | <b>185</b>             | <b>0.10%</b>  |

1.3 It should be noted that the constabulary is undertaking a deep dive review of all forecast spending in advance of the expected 3-year Comprehensive Spending Review (CSR) to be announced by government. This will allow the constabulary to make in-year decisions that help reduce the potential funding risks from the CSR.

## 2. PCC REVENUE BUDGET

2.1 The Office of the PCC is forecast to be on target at the end of the year.

2.2 The PCC Commissioning net budget for 2021/22 is £1.206m. However, the PCC receives a grant from the Ministry of Justice for the commissioning of victims' services, together with Community Safety Partnership funding, which has been budgeted at £1.455m this year. The full budget and forecast is set out below: -

|  | <b>Budget<br/>2021/22<br/>£000</b> | <b>Full Year<br/>Forecast<br/>£000</b> | <b>Over(-)/Under<br/>spend<br/>£000</b> |
|--|------------------------------------|--|---|
| Commissioning of all services, including those for victims | 2,661                              | 2,530                                  | 131                                     |
| Less: Ministry of Justice Grant (MoJ)                      | (1,455)                            | (1,374)                                | (79)                                    |
| <b>Net (base) Budget 2021/22</b>                           | <b>1,206</b>                       | <b>1,154</b>                           | <b>52</b>                               |

2.3 There is a one-off allocation from the PCC Reserve of £0.502m to support the Commissioning Programme in the current year.

## 3. CONSTABULARY REVENUE BUDGET

3.1 The Constabulary Revenue Budget is forecast to be underspent by £0.125m at the year-end. The main variances are explained below and provided in the following table:

|                        | <b>Budget<br/>2021/22<br/>£000</b> | <b>Full Year<br/>Forecast<br/>£000</b> | <b>Over (-)<br/>/ Under<br/>Spend<br/>£000</b> |
|------------------------|------------------------------------|--|--|
| Pay Related Costs      | 157,684                            | 157,785                                | (100)  |
| Other Employee Costs   | 1,888                              | 1,999                                  | (111)  |
| Property Related Costs | 16,473                             | 16,575                                 | (102)  |
| Transport              | 3,599                              | 3,461                                  | 138  |
| Supplies and Services  | 15,875                             | 15,907                                 | (32)   |
| Third party payments   | 5,660                              | 5,597                                  | 63   |
| Corporate              | 5,799                              | 5,800                                  | (0)  |
| Income                 | (16,541)                           | (16,811)                               | 270  |
| <b>Total</b>           | <b>190,438</b>                     | <b>190,313</b>                         | <b>125</b>                                     |

### 3.2 **Pay Related Costs**

The forecast overspend of £0.100m primarily relates to the increase in officers in excess of the planned recruitment targets. This is subject to change and is dependent on decisions in relation to cohorts between December 2021 and January 2022.

3.3 The 2021/22 budget includes funding relating to the 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 The current workforce planning assumptions assume a net increase of 77 officers for this financial year, with strength at 1752 by year end, 61 FTE above the uplift target. This level of recruitment is required to ensure the target is exceeded in 2021/22 in order to maintain operational officer numbers in 2022/23 during the introduction of the new Police Education Qualifications Framework (PEQF).

### 3.5 **Other Employee Costs**

The forecast overspend of £0.111m primarily relates to external training courses (£0.061m) and staff medical fees (£0.043m) (psychology and physiotherapy services).

### 3.6 **Transport Related Costs**

The forecast underspend of £0.138m relates to lower than budgeted expenditure within fuel, mileage and travel costs, based on expenditure incurred during the first four months of 2021/22.

### 3.7 **Income**

The forecast surplus of £0.270m includes additional income as a result of recent mutual aid and additional court fees, together with income loss recovery from the Home Office, following the final reconciliation of the reimbursement of funds received in 2020/21.

## 4. **Savings**

4.1 The total planned savings requirement for 2021/22 is £4.010m with budgets having been reduced in line with the agreed savings profiles set out in the MTFP. Delivery of these savings is currently on target.

## 5. **SPECIFIC HOME OFFICE GRANTS**

5.1 The budget of £14.832m relates to Home Office funding for PFI and other specific grants. It is anticipated that these grants will be received in full.



## 6. TRANSFER FROM RESERVES

6.1 The budgeted transfer from reserves, as per the MTFP, is summarised in the table below.

| <b>Use of Reserves</b>                         | <b>Budget</b>  | <b>Forecast</b> | <b>Variance</b> |
|--|----------------|-----------------|-----------------|
|  |                |                 |                 |
| <b>PCC Commissioning Plan</b>                  | <b>(502)</b>   | <b>(502)</b>    | <b>0</b>        |
|  |                |                 |                 |
| <b>Constabulary:</b>                           |                |                 |                 |
| Cost of Change                                 | (325)          | (325)           | 0               |
| 7 Force Collaboration Contribution             | (175)          | (175)           | 0               |
| National Portfolio Carry Forward               | (43)           | (43)            | 0               |
| <b>Total Constabulary Use of Reserves</b>      | <b>(543)</b>   | <b>(543)</b>    | <b>0</b>        |
|  |                |                 |                 |
| <b>Capital Programme Funding from Reserves</b> | <b>(287)</b>   | <b>(287)</b>    | <b>0</b>        |
|  |                |                 |                 |
| <b>Transfer from Reserves</b>                  | <b>(1,332)</b> | <b>(1,332)</b>  | <b>0</b>        |
|  |                |                 |                 |
| <b>Transfer (from) / to reserves:</b>          |                |                 |                 |
| Council Tax Deficit Funding                    | (700)          | (700)           | 0               |
| Efficiency Reserve                             | 250            | 250             | 0               |
| Local Tax Support Grant                        | 1,396          | 1,396           | 0               |
|  |                |                 |                 |
| <b>Net transfer (from)/to Reserves</b>         | <b>(386)</b>   | <b>(386)</b>    | <b>0</b>        |

## 7. CAPITAL PROGRAMME

7.1 The current total approved Capital Programme is £14.960m including slippage from 2020/21 of £10.065m, adjustment relating to Athena £0.048m and transfer of £0.013m from Table B to Table A.

7.2 The current forecast expenditure at year-end is £12.960m.

|  | <b>Original Budget</b> | <b>Changes to be approved</b> | <b>Revised Budget</b> | <b>Forecast</b> | <b>Variance</b> |
|--|------------------------|-------------------------------|-----------------------|-----------------|-----------------|
|  | <b>£m</b>              | <b>£m</b>                     | <b>£m</b>             | <b>£m</b>       | <b>£m</b>       |
| Slippage from 2020/21  | 10.065                 | 0                             | 10.065                |                 |                 |
| Table A – schemes approved for immediate start 1 April 2021                          | 4.895                  | 0                             | 4.895                 |                 |                 |
| <b>Total Capital Programme</b>   | <b>14.960</b>          | <b>0</b>                      | <b>14.960</b>         | <b>12.960</b>   | <b>2.000</b>    |
| Table B – schemes requiring a business case or further report to PCC(s) for approval | 3.597                  | 0                             | 3.597                 |                 |                 |
| Table C – Longer term, provisional schemes requiring further reports                 | 0                      | 0                             | 0                     |                 |                 |
| <b>Total</b>   | <b>18.557</b>          | <b>0</b>                      | <b>18.509</b>         |                 |                 |

7.3 The underspend of £2m relates to the re-profiling of the Broadland Gate Estates scheme.

8. **SAFETY CAMERA PARTNERSHIP**

- 8.1 The PCC currently holds earmarked reserves of £1.101m 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 2021/22.
- 8.3 Taking the commitments agreed in 2020/21, together with allocations under consideration by the Project Board, total expenditure of £0.340m is anticipated. The current assumption is that any income received will offset back office costs.
- 8.4 Based on the assumptions as above, the table below provides an analysis of the current financial plan.

| <b>Safety Camera Partnership Reserve Forecast</b>       | <b>£000</b> | <b>£000</b>    |
|---|-------------|----------------|
| Reserve as at 31 March 2021                             |             | <b>(1,101)</b> |
| Provision held for winding up                           |             | 250            |
| Provision for new camera equipment and vehicles         |             | 90             |
| <b>Useable Reserve as at 1 April 2021</b>               |             | <b>(761)</b>   |
| <b>Net Income following offset of back office costs</b> |             | <b>0</b>       |
| <b>Agreed Allocations:</b>                              |             |                |
| Re-siting of camera A1067 to A1402                      | 25          |                |
| 4 Roads Policing Officers                               | 238         |                |
| Young Driver Education post                             | 38          |                |
| Speed Awareness Messaging (NCC)                         | 39          |                |
| <b>Total Agreed Allocations</b>                         |             | <b>340</b>     |
| <b>Estimated Useable Reserve as at 31 March 2022</b>    |             | <b>(421)</b>   |

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

**FULL SUMMARY OF INCOME AND EXPENDITURE**

|                                 | <b>Budget<br/>2021/22</b> | <b>Actual Year to<br/>Date</b> | <b>Forecast<br/>Outturn</b> | <b>(Over)/Under<br/>spend</b> |
|---------------------------------|---------------------------|--------------------------------|-----------------------------|-------------------------------|
|                                 | <b>£000</b>               | <b>£000</b>                    | <b>£000</b>                 | <b>£000</b>                   |
| Pay and Employment Costs        | 159,144                   | 52,407                         | 159,191                     | (47)                          |
| Other Employee Costs            | 1,915                     | 382                            | 2,028                       | (113)                         |
| Property Related                | 16,475                    | 3,896                          | 16,577                      | (102)                         |
| Transport Related               | 3,624                     | 1,147                          | 3,478                       | 146                           |
| Supplies and Service            | 18,132                    | 7,035                          | 18,073                      | 59                            |
| Third Party Payments            | 5,660                     | 572                            | 5,607                       | 53                            |
| Capital Financing               | 6,350                     | 71                             | 6,350                       | (0)                           |
| Contingencies                   | 5,799                     | 0                              | 5,800                       | (0)                           |
| Movement to / from Reserves     | (386)                     | 0                              | (386)                       | 0                             |
|                                 |                           |                                |                             |                               |
| <b>TOTAL EXPENDITURE</b>        | <b>216,713</b>            | <b>65,510</b>                  | <b>216,718</b>              | <b>(5)</b>                    |
|                                 |                           |                                |                             |                               |
|                                 |                           |                                |                             |                               |
| Grant, Trading and Reimb Income | (33,656)                  | (8,514)                        | (33,847)                    | 191                           |
|                                 |                           |                                |                             |                               |
| <b>TOTAL INCOME</b>             | <b>(33,656)</b>           | <b>(8,514)</b>                 | <b>(33,847)</b>             | <b>191</b>                    |
|                                 |                           |                                |                             |                               |
| <b>NET INCOME/EXPENDITURE</b>   | <b>183,056</b>            | <b>56,996</b>                  | <b>182,871</b>              | <b>185</b>                    |

**FINANCIAL IMPLICATIONS:**

As per the report.

**OTHER IMPLICATIONS AND RISKS:**

There are no other implications or risks.

**ORIGINATOR:** Head of Estates.

**REASON FOR SUBMISSION:** For Information.

**SUBMITTED TO:** PCC Accountability Meeting – October 2021.

**SUBJECT:** Estates Update.

**SUMMARY:**

This paper updates the Police and Crime Commissioner for Norfolk (PCC) on the latest position with regards to estates and facilities services and the status of Norfolk Horizons estates strategy projects.

**RECOMMENDATION:**

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

## KEY ISSUES FOR CONSIDERATION.

### 1. BACKGROUND:

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

### 1.2 COVID-19 IMPACT:

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

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

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

### 1.6 Estates Unit Services:

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

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

*Statutory Servicing* – Normal services have been maintained for the majority services, with 2 to 3 month delays on some site PAT and fire extinguisher testing due to 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 Mitie 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 HORIZONS UPDATE:**

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

**2.2 NORFOLK HORIZONS – 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 Building works have commenced on site as from 23<sup>rd</sup> August 2021 and the works will continue 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 1<sup>st</sup> March 2018, the existing Sprowston Police Station has been designated as an '*asset of community value*' and a restriction has been placed against the registered property ownership title at the Land Registry. This will provide a future opportunity for the community to have the first right to purchase the site, but this will still be at market value.

2.13 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 The former Swaffham Police Station site on Westacre Road remains on the market for sale via NPS Group for the sum of £400K + VAT. In the meantime, the site is being used by the Norfolk Fire & Rescue Service for local training purposes for ladder and search exercises.

### **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 and the site became fully operational on 2<sup>nd</sup> June 2021.
- 3.1.2 Outline planning permission was granted by North Norfolk District Council on 30<sup>th</sup> July 2019 for the demolition of the old police station buildings and the erection of 8 new dwellings.

#### **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 31<sup>st</sup> January 2021.

#### **3.3 ATTLEBOROUGH:**

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

### **4.0 NORFOLK 2020 - SURPLUS SITES:**

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

#### **4.2 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. An offer over the asking price has been accepted (subject to contract) and this is now in the hands of respective solicitors.

#### **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 The grant of planning permission for three dwellings on the site, via a change of use to residential for the former police house and police beat box and the addition of a

further detached house, was granted by Norwich City Council on 26<sup>th</sup> September 2019.

4.3.3 The site has been advertised for sale on the open market via NPS Group for the sum of £330K + VAT. An offer over the asking price has been accepted (subject to contract) and this is now in the hands of respective solicitors.

#### 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. An offer at the asking price has been accepted (subject to contract) and this is now in the hands of respective solicitors.

### 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, part car park resurfacing and providing custody training accommodation.

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.

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

|                                      |   | COUNTY           |                   |            |
|--------------------------------------|---|------------------|-------------------|------------|
| Area                                 | Indicator   | Last 12 months   | Long term average | Difference |
| Good Stewardship of Taxpayers' Money | % Emergencies in target   | 89.2%            | 89.5%             | -0.3p.pt   |
|                                      | % of 999s answered within 10 seconds  | 90.1%            | 90.4%             | -0.3p.pt   |
|                                      | Average time to answer 101* calls (county Only)   | 04:22            | 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 01/09/2020 – 31/08/2021.

\*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).

\*\* Currently CSEW confidence data is unavailable having been put on hold and the methodology changed during Covid-19. Whilst the surveys have resumed in telephone format, this does not produce result in the same comparable format as prior to Covid-19. There is currently no indication as to when/how/if they will return to the previous survey format, 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 these are known.

### 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 (September 2020 to August 2021), 91.4% of emergencies in urban areas were attended within the target time and 87.1% of rural emergencies were attended within the target time.
- Despite a more recent reduction in 999 calls (since August 2020), the proportion of emergency incidents that are attended within the target time is on par with the long-term average (89.2% compared to 89.5%), indicating that the Constabulary are effectively managing the changes in demand. The number of CADs recorded as Grade A (emergency response) over the 12 months up to the end of August 2021 has increased by 4.3% against the long-term average (44,604 against 42,775), and

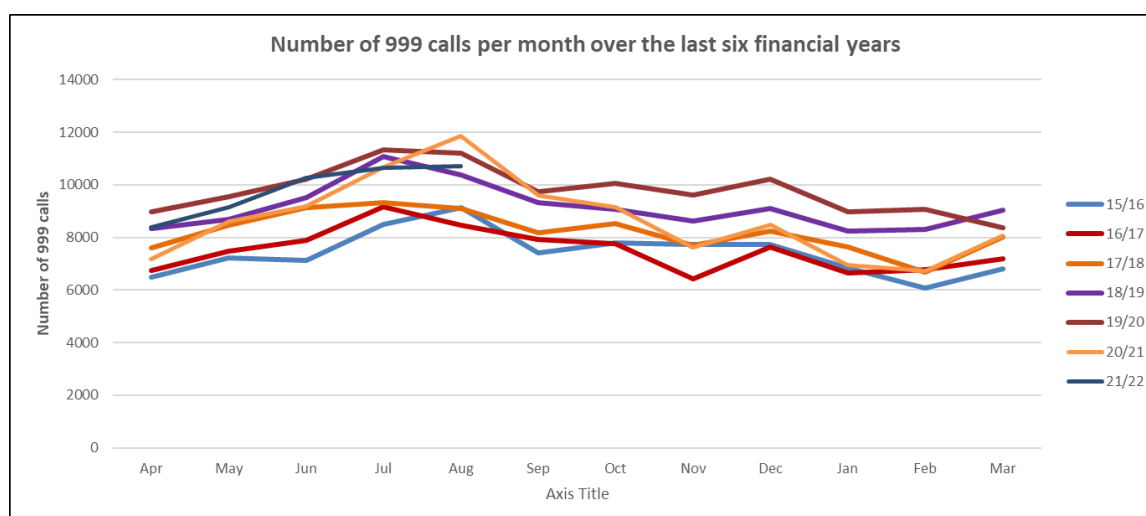
is set against an increase of 2.0% in CADs recorded as Grade B (priority response) over the same period. These trends are likely to reflect the impact of Covid-19 on policing caused by a change in social activity both over the period of lockdown and the subsequent easing of lockdown measures.

### Answering Emergency calls

- The national target is to answer 90% of 999 calls within 10 seconds.
- For reference 90.1% 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. At the start of 2021, 999 call demand dropped to the lowest level in two years, before increasing and peaking in August- a trend that 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 – 2021/22

|     | 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  | 10252 |
| Jul | 8483  | 9174  | 9337  | 11082 | 11344 | 10667 | 10659 |
| Aug | 9118  | 8478  | 9088  | 10385 | 11194 | 11842 | 10705 |
| 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  |       |



## 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, however the methodology is inconsistent with pre-covid surveys and does not produce data at police force level. There is currently no indication as to when/how/if the survey will return to its previous format, but it is likely that this data will not be produced for the foreseeable future. SBOS regularly check iQuanta for further updates on this situation.

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 into its second full year and is generating 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. 150 surveys per district are conducted each quarter, seeking views on:

- 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 question sets reflect similar surveys that were previously successfully implemented in other force areas and the results will be incorporated into the CPC neighbourhood policing strategy to help guide and inform tactical work to maintain the positive outcomes and focus on the areas for improvement. A CPC action plan has been developed to ensure the findings of the survey are addressed effectively, with particular focus on communication opportunities both internally and externally, improving our engagement with the public, and influencing the work of our engagement officers.

Headlines from the last public perceptions quarterly data (12 months ending June 2021) are below, with a comparison against the previous 12-month period (12 months ending June 2020). These figures are based on 4200 surveys which were conducted over this period, 600 per district.

- 88% of respondents think police are doing a good or excellent job- consistent with the previous reporting period.
- 84% of respondents indicated they had confidence in the police in their local area- consistent with the previous reporting period.
- 85% of respondents indicated they were confident they would get a good service if they reported a crime or incident- consistent with the previous reporting period.
- 92% of respondents felt the police would treat them with fairly and with respect- consistent with the previous reporting period.
- 99% of respondents felt safe in the local hours during daylight hours. This drops to 76% after dark- consistent with the previous reporting period.

- 68% of respondents felt police understood the issues affecting their community- consistent with the previous reporting period.



**ORIGINATOR: DCC Simon Megicks**

**REASON FOR SUBMISSION: For Information**

**SUBMITTED TO: PCC Accountability Meeting – October 2021**

**SUBJECT: Community Engagement and Visibility Update**

**SUMMARY:**

Norfolk Constabulary has always looked to ensure that a local visible and engaging policing style is at the heart of the service delivered. This paper is produced to update the Police and Crime Commissioner around the on-going developments in this area.

This paper will set out the:

- Background to the current Neighbourhood Policing model.
- Impact that COVID-19 had on the delivery of visible policing.
- Post-COVID review work on engagement.
- Next steps.

**RECOMMENDATIONS:**

It is recommended that the PCC notes the report.



## 1. INTRODUCTION

1.1 Norfolk Constabulary has always looked to ensure that a local visible and engaging policing style is at the heart of the service delivered. This paper is produced to update the Police and Crime Commissioner around the on-going developments in this area.

1.2 This paper will set out the:

- Background to the current Neighbourhood Policing model.
- Impact that COVID-19 had on the delivery of visible policing.
- Post-COVID review work on engagement.
- Next steps.

## 2. BACKGROUND TO THE CURRENT NEIGHBOURHOOD POLICING MODEL

2.1 The current Neighbourhood Policing model was designed as part of forward-looking review to ensure front line policing was efficient and sustainable. At the fore of this review was a commitment to deliver an enhanced local policing framework which would provide increased visibility. The new Neighbourhood Policing model that resulted was implemented in 2018. Alongside this, a new Neighbourhood Policing Strategy was published. This strategy also supports the delivery of the Police and Crime Plan key priority to increase visible policing and included a commitment to deliver community engagement that builds trust and develops a sophisticated understanding of local community needs.

2.2 The model has seen the introduction of 49 Safer Neighbourhood Teams, including 100 Beat Managers, 14 Local Policing Neighbourhood Sergeants and a dedicated county wide Rural Crime Team based within the Community Safety Department. These officers deliver a local policing style, working directly with their communities to listen to their needs, identify problems and to respond to these problems in partnership with community members and other stakeholders.

2.3 *Up to date information on how to find out who your local officers are can be found on the Constabulary website or by following the below link;*

[Your Area | Norfolk Constabulary](#)

*If you enter your post code the website will automatically provide you with the details of your local team and it includes options as to how to send a message to them.*

2.4 As well as neighbourhood policing there are several additional teams that support the visible engagement work.

2.5 The three Operation Moon-shot Teams (a highly visible pro-active team of officers who use Automatic Number Plate Recognition technology and intelligence to target criminals using the roads network, including county lines dealer groups) regularly deploy in key locations across the county policing the main arterial roads.

- 2.6 The Safer School Partnership Officers and the Children & Young People team are instrumental in delivering engagement that is tailored to meet the needs of young people, bringing together the police, communities and young people to develop more positive relationships. The Constabulary also engage with the Youth Advisory Board (YAB) structure to listen and ensure they have a credible effective link into policing to address concerns.
- 2.7 District based Engagement Officers further enhance the engagement work. Their role is to provide tailored communications and updates to local communities. Much of their work is delivered through online and digital media, increasing the visibility of policing through a broad range of platforms to reach a wide spectrum of audiences. The Engagement Officers actively monitor social media to identify community concerns and use these platforms as a means of providing feedback once the police have taken action. They also play an important role in supporting and increasing the number of volunteers involved in policing.
- 2.8 The current neighbourhood-based model also sees a significant contribution from volunteers including Special Constables, Community Speed Watch, Police Cadets, Safer Neighbourhood Action Panel (SNAP) membership, Neighbourhood Watch schemes and Police Support Volunteers, with all these functions contributing to the overall visible policing presence within the community.

### **3. IMPACT THAT COVID-19 HAD ON THE DELIVERY OF VISIBLE POLICING**

- 3.1 COVID-19 and its restrictions brought a re-think to the traditional methods of community engagement. The Constabulary's aim was to continue to identify methods to provide information and exchange views with the communities of Norfolk.
- 3.2 The neighbourhood teams increased their use of digital platforms including Twitter, Next Door, Police Connect and Facebook. There was a move to online polls and surveys to ensure that local communities could continue to be involved in decisions and solutions about the issues that most concerned them. A number of teams established online 'Ask the Officer' events during periods of lockdown. This gave an opportunity to raise concerns and ask questions of the police via a 'live chat' approach.
- 3.3 Safer Neighbourhood Action Panel (SNAP) priority setting meetings continued in all districts throughout the pandemic by moving to online meetings, thereby ensuring that communities could continue to set their own local priorities, ask questions of the police and receive feedback. It was noted that these on-line events increased participation and representation in some areas.
- 3.4 Alongside the additional digital work, the teams continued to use well-established means of communication, such as entries in local Parish and Town newsletters in order to share information around crime and policing.
- 3.5 Locally there was a maintained constant visible presence. Beat Managers and Response Officers continued to patrol their neighbourhoods, responding to community concerns and providing reassurance.

## **4. POST-COVID REVIEW WORK ON ENGAGEMENT**

- 4.1 With the election of a new Police and Crime Commissioner and the appointment of a new Temporary Chief Constable there have been a number of early discussions around how efforts and resources around engagement and visibility could be maximised.
- 4.2 Accepting that policing will still need to continue to dependably deal with the serious crime and vulnerability risks which are often not immediately obvious to the wider public (for example domestic violence or child sexual exploitation) the Commissioner and the Chief have committed to ensuring greater support and scrutiny of the approach to engagement and visibility. This is to ensure that the time that can be made available is best utilised.
- 4.3 The Chief Constable has tasked the County Policing Command to review and develop the work with an increased formalisation of efforts to ensure progress can be monitored. As a result of this there have been a number of key developments.
- 4.4 A new framework to monitor and oversee engagement has been developed to ensure consistency. All Districts are now reviewing their neighbourhood profiles and engagement plans accordingly against the new guidance. There is a focus on identifying and linking with Key Individual Networks (KINS) which is a policing term used to identify significant groups that represent sections of the community. These revised plans will add further formality and structure and make review and development more straightforward.
- 4.5 The County Policing Command has also established a performance monitoring framework around engagement. Progress is now discussed with district leads at the monthly Tasking and Coordinating Meeting as well as at the Deputy Chief Constables Monthly Force Performance Meeting.
- 4.6 An engagement application has been developed for officers' digital devices. This allows the recording of the engagement activity that they undertake. The information recorded supports the scrutiny and oversight process.
- 4.7 Additional management oversight is now taking place around local problem-solving plans to ensure that police are listening and responding to local concerns effectively. The data collected adds to the picture of information which is supplemented by the engagement application and the local perceptions survey work. The result is that a clearer picture on public satisfaction of the police on a range of issues, including visibility, police presence and engagement is regularly reviewed.
- 4.8 Alongside this work is the re-establishment of traditional practices.
- 4.9 Neighbourhood Policing Officers are once again attending in person Parish Council meetings and other community meetings and events as required. Pop-up engagement surgeries have returned, alongside Park-Walk-Talk high visibility patrols, with officers spending time in their local communities, talking to residents in areas where there are identified crime and antisocial behaviour related concerns.

- 4.10 SNAP meetings have been re-established as face to face engagements. Now though, there will also be the chance for a wider participation by maintaining the good practice established around an on-line involvement which its clear a proportion of the community prefer.
- 4.11 In order to inform the work various districts have trialled bespoke local initiatives. Once example of this is the recent South Norfolk Parishes Beat Manager summer tour. During July and August, the Diss, Harleston and Long Stratton Safer Neighbourhoods Team visited all 52 parishes and villages in their area, providing hour-long drop-in sessions alongside activities such high visibility foot and mobile patrols, speed enforcement operations and visits to local businesses. Engagement questionnaires were used to seek feedback about community concerns, policing priorities and public satisfaction. The tour was advertised to the local community in advance to encourage their involvement.
- 4.12 The Police and Crime Commissioner and the Chief Constable continue to be active attendees alongside local policing teams at the planned park-walk-talk patrols and 'pop up' events in order that they can experience the impact.

## **5. NEXT STEPS**

- 5.1 The County Policing Command will review the outcomes of the changes with a focus on further refining how local policing engages with the community.
- 5.2 Managers are tasked locally with maximising engagement time and to ensure that alongside the police organised events beat managers and patrol staff look at how this can be supplemented by being visible at local community events.
- 5.3 Further work is planned to continue the development of the local problem-solving programme, ensuring that our communities and partner agencies become more involved in identifying local problems and the solutions with greater publicity of the efforts and achievements.
- 5.4 There are also plans to introduce a number of new roles to further enhance community messaging;
- Four Digital Engagement Officer posts will be created to ensure a stronger digital footprint across all of the districts with better messaging to local residents.
  - An Engagement, Diversity and Inclusion Advisor post. This role will have a specific focus on building relationships with diverse and disengaged communities.
  - A bespoke Community Policing Team who will deploy to areas where they are most needed, providing visibility and reassurance through the delivery of targeted crime prevention activity.
- 5.5 Work is now also underway around the development of a new Neighbourhood Policing Strategy, which will be written to support the delivery of the next Police and Crime Plan.

5.6 Further work will be done to refine and develop the officer's engagement application to ensure a greater oversight of the work taking place.

## **6. CONCLUSION**

6.1 The Police and Crime Commissioner will continue to receive updates on the work and its impact and is asked to note progress.

END.

**FINANCIAL IMPLICATIONS:**

**NIL**

**OTHER IMPLICATIONS AND RISKS:**

**NIL**

|                                  |   | <b>COUNTY</b>              |                           |                   |
|----------------------------------|---|----------------------------|---------------------------|-------------------|
| <b>Area</b>                      | <b>Indicator</b>  | <b>Last 12 months</b>      | <b>Long Term Averages</b> | <b>Difference</b> |
|                                  |   |                            |                           |                   |
| <b>Increase Visible Policing</b> | Actual Strength: Police Officers  | 1,733                      | 1,505                     | +15.1%            |
|                                  | Actual Strength: Police Staff   | 1,260                      | 1,122                     | +12.3%            |
|                                  | Actual Strength: Special Constabulary                                     | 179                        | 190                       | -5.8%             |
|                                  | Actual Strength: Police Volunteers  | 114                        | 129                       | -11.6%            |
|                                  | Funded Strength: Police Officers  | 1,672                      | 1,482                     | +12.8%            |
|                                  | Funded Strength: Police Staff   | 1,296                      | 1,093                     | +18.6%            |
|                                  | % of Police Officer Funded Strength available for front line duties*      | 90.0%                      | 89.6%                     | +0.4%             |
|                                  | % of people who agree that they have confidence in police (CSEW)**        | Data Currently Unavailable |                           |                   |
|                                  | % of people who agree that police deal with community priorities (CSEW)** |                            |                           |                   |

The date range for the Last 12 Months was 01/09/2020 – 31/08/2021. The date range for the Long-Term Average was 01/09/2017 – 31/08/2020.

In September 2019 the Home Office announced a national plan to increase police officers' numbers by 20,000 over three years. The uplift posts would be in addition to the normal recruitment plans required to manage turnover of staff as officers left or retired. A national formula was then developed around the current model used to distribute the police grant with the expectation being that this would ensure the growth in officers was proportionate to the needs of the relevant policing area.

A baseline figure of 1,677 officers was set with the Home Office in order to track the progress of the uplift programme in Norfolk. For the first year the Constabulary was allocated 67 additional

officer posts. A joint Norfolk and Suffolk Uplift Board was established to manage the recruitment plans across the three years.

Special Constabulary recruitment is now active again with plans drawn up for 2021/22 and 2022/23. There continues to be a significant number of Special Constables joining the regulars.

Police Support Volunteer recruitment is also now active again.

### Community Engagement and confidence in Policing

In light of the impact of Covid-19 on the Crime Survey of England and Wales, and until the ONS are able to be able to publish confidence data at police force level, we remain unable to comment on Norfolk's position. Whilst overall confidence locally had been in line with national trends prior to the onset of Covid-19 (a general decline) policing has moved on with changes in society and so previous data is unlikely to reflect the context and challenges of policing more recently.

### Public Perceptions Survey

The Norfolk public perception survey is a telephone-based survey which continued throughout the pandemic, giving us a consistent quarterly insight into the views of the local community throughout changes in society.

The survey is now into its second full year and is generating 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. 150 surveys per district are conducted each quarter, seeking views on:

- 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 question sets reflect similar surveys that were previously successfully implemented in other force areas and the results will be incorporated into the CPC neighbourhood policing strategy to help guide and inform tactical work to maintain the positive outcomes and focus on the areas for improvement. A CPC action plan has been developed to ensure the findings of the survey are addressed effectively, with particular focus on communication

opportunities both internally and externally, improving our engagement with the public, and influencing the work of our engagement officers.

Headlines from the last public perceptions quarterly data (12 months ending June 2021) are below, with a comparison against the previous 12-month period (12 months ending June 2020). These figures are based on 4200 surveys which were conducted over this period, 600 per district.

- 88% of respondents think police are doing a good or excellent job- consistent with the previous reporting period.
- 84% of respondents indicated they had confidence in the police in their local area- consistent with the previous reporting period.
- 85% of respondents indicated they were confident they would get a good service if they reported a crime or incident- consistent with the previous reporting period.
- 92% of respondents felt the police would treat them with fairly and with respect- consistent with the previous reporting period.
- 99% of respondents felt safe in the local hours during daylight hours. This drops to 76% after dark- consistent with the previous reporting period.
- 68% of respondents felt police understood the issues affecting their community- consistent with the previous reporting period.





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

**ORIGINATOR: DCC Megicks**

**REASON FOR SUBMISSION: For Information**

**SUBMITTED TO: PCC Accountability Meeting October 2021**

**SUBJECT: Modernisation of the Out of Court Disposal Process**

**SUMMARY:**

This report provides the Police and Crime Commissioner with an update around the ongoing work on the modernisation of the out of court disposal process for criminal and anti-social matters.

It will provide a summary of the work to date around the move to a two tier model with a focus on community resolution and conditional caution.

There is an outline of the pilot of the new model which has commenced in the Great Yarmouth area and the mechanisms introduced to support the change.

**RECOMMENDATIONS:**

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

## 1. INTRODUCTION

1.1 This report provides the Police and Crime Commissioner with an update around the ongoing work on the modernisation of the out of court disposal process for criminal and anti-social matters.

1.2 This report is divided into three sections;

- Background – Providing a summary of the work to date and the emerging focus on the National Police Chiefs Council (NPCC) two tier out of court disposal strategy & approach. Also included here are the expected benefits of making the change.
- Phase 1 – Implementation Norfolk - How Norfolk will prepare for the new approach with a pilot in Great Yarmouth. This section also sets out how the pilot will be monitored and evaluated and then used to support phased roll out across the wider county.
- Phase 2 – Full implementation across Norfolk - The expected timeframe for the full implementation of the change across the county.

## 2. BACKGROUND

2.1 Out of court disposals currently are a range of methods that can be used to deal with a typically low-level low-risk crime committed predominantly by first time offenders without having to refer the matter to a court. They cover a collection of outcomes including simple cautions through to penalty notices which impose a fine. The intention has always been to ensure the approach is straightforward, swift and proportionate and is a scheme that the public would have faith in. Over considerable time the landscape around these disposals has been complicated with additional outcomes and schemes being added.

2.2 The current adult out of court disposal framework contains six different outcomes. These being;

- Simple Cautions.
- Conditional Cautions.
- Community Resolutions.
- Penalty Notices for Disorder.
- Cannabis Cautions.
- KHAT ( Stimulant Drug ) Warnings.

2.3 Over the years government and strategic police leads have made a number of interventions in an attempt to improve processes.

2.4 In 2013 a Government review was commissioned around the use of simple police cautions. A simple caution is a non-statutory, non-conviction outcome for an offender. The intention of the review was to consider how they were being used and for what type of offending. The outcome was a recommended removal of the simple caution for those crimes that would normally be heard in crown court as well as setting out that they should not be an option for persons caught re-offending. This advice was issued to all forces.

2.5 In 2014 a national pilot was established to look at implementing just two of the elements of out of court disposal, namely community resolutions and conditional cautions in three UK policing areas.

2.6 A community resolution is used for low level matters where the offender accepts responsibility and where it is likely the victim has agreed that they do not want a more formal outcome. It is believed that by making offenders take responsibility to confront their behaviour and its impact, there is a reduction in the likelihood of reoffending. Resolutions can include such outcomes as the offender being advised on their conduct, the offender writing an apology letter or taking part in some form of reparation. It is anticipated that this type of outcome will be considered around cases of minor criminal damage, anti-social behaviour, small value theft and minor assaults without injury.

2.7 A conditional caution is a statutory outcome to the result of a crime investigation and will include stipulations on the offender. These requirements could focus on rehabilitative treatment for the offender or set out directions around how they can make good on their behaviour or actions. Rehabilitation could include such things as attendance at a treatment course, the reparative element could ensure an apology to the victim or the payment of compensation. Failure by an offender to comply with the conditions imposed could lead to the submission of a case file for the original matter to be dealt with in court.

2.8 The aim of the national pilot was to assess whether;

- The victim found the simpler approach easier to understand and that by supporting this they benefited owing to the reduced stress of a less formal process than court.
- Practitioners could confirm the processes were straightforward and efficient to implement.
- Offenders were engaged and complied with the requirements of the conditions.
- Re-offending rates reduced.

2.9 An Evaluation of the pilot took place and showed that out of court disposals were a better outcome for victims who seek help but do not wish to support court action. Equally outcomes for perpetrators were improved as they worked to deal with the 'root cause' of their issues and prevent reoffending. In addition, the participating Constabularies showed a demand reduction (through reduced re-offending) and an increase in the number of recorded positive outcomes to crime investigations.

2.10 The review also noted some additional benefits including;

- A reported increase in victim engagement and their satisfaction with the process.
- Quicker resolution times for dealing with the matter which would benefit the victim, the police and the offender.
- Compensation being paid directly to the victim in full omitting the bureaucracy of having to redress this through court proceedings.

- The ability to craft bespoke formal interventions that addressed the issues around the offender.
- An efficiency gain for the police, officers spent less time dealing with custody processes and less time in the station building formal court files meaning less time away from their patrol areas.

2.11 Following the pilot several other forces adopted the approach.

2.12 In 2017 the National Police Chiefs Council developed and published a national strategy for charging and out of court disposals. The new work acknowledged that vulnerability to crime could not simply be addressed through prosecution and that other factors needed to be considered such as;

- Victim satisfaction.
- Quick and effective resolution.
- Early intervention to prevent re-offending.
- Front end decision making in order to ensure efficiency.
- Addressing complex issues around offending behaviour.

2.13 The strategy acknowledged that out of court disposals allowed the police to deal quickly and proportionately with low-level, often first-time offending which could be resolved more appropriately without a formal court appearance. The document also advocated moving to a two-tier approach focusing on conditional cautions and community resolutions. The rationale was that this would provide national consistency and help streamline processes.

2.14 At the time with no legislation and no movement of funding to assist in preparation it was agreed that all forces would work at their own pace to plan for an implementation of the change by 2025.

### **3. PHASE 1 IMPLEMENTATION – NORFOLK**

3.1 Norfolk and Suffolk Constabularies started their planning of this change almost two years ago, but this was paused during COVID. The rationale for the stop was that the new approach advocated greater victim / offender contact and interaction meaning matters would not be able to be resolved easily and effectively owing to the national COVID lockdowns. This resulted in a concern that a backlog of low-level matters would accumulate with no foreseeable way of processing the issues, negatively affecting victim confidence as well as meaning that simple matters could take a disproportionate amount of time to address.

3.2 With a return to normal working conditions the Government is therefore seeking to formalise the next steps. The Police, Crime, Sentencing and Courts Bill, expected mid-2022, will make statutory changes to the options police forces have for dealing with crime outside of court and will mandate the Two Tier out of court disposal framework nationally to all police forces.

3.3 The Norfolk and Suffolk Constabulary Joint Justice Services Command is currently developing plans to ensure the two-tier out of court disposals process can be effectively rolled out across both counties.

- 3.4 A project plan has been developed with the Head of Joint Justice reporting progress to chief officers.
- 3.5 Roll out will be phased with an initial pilot site in each county. In Norfolk the Great Yarmouth area will run the initial scheme to establish how the new mechanisms will be utilised and establish what works and any learning prior to wider adoption across the whole of Norfolk.
- 3.6 A working group was established with officers from Great Yarmouth attending, ensuring practitioners who will work operationally with the change have had the chance to contribute to the preparations.
- 3.7 Part of the planning has included an awareness training programme for front line staff delivered across Microsoft Teams. This training was aimed at ensuring practitioners understood how and when to use the new products.
- 3.8 The Great Yarmouth area pilot commenced on 13 September 2021 and will initially run for 6 months with ongoing evaluation already factored in.
- 3.9 Alongside the training, Joint Justice Services have established two further support mechanisms. The first is the creation of a new Offender Diversion Team. The team consisting of a sergeant and three conditional caution case workers will monitor and oversee the process. Their work will include;
- Providing advice to officers where needed on suitable disposal options and conditions for conditional caution or community resolution.
  - Making referrals for interventions based on the conditions imposed on the offenders.
  - Keeping in contact with partner agencies and victims to monitor compliance.
  - Making decisions on how offenders will be dealt with who fail to comply with the conditions set (They will consult the victim as part of this process).
  - Upgrading case files for prosecution where applicable
- 3.10 Secondly, Norfolk Constabulary has ensured officers considering intervention packages for offenders through conditional cautioning have access to a series of on-line products as part of an Interventions Hub. The Hub provided by the private company Red Snapper Group already has experience supporting forces who have implemented the two-tier approach and evaluations have demonstrated that these interventions are a cost-effective way of delivering meaningful change in offender behaviours.
- 3.11 The Hub will provide interventions for offenders for issues such as shoplifting and drug taking. It will monitor the offender as they make their way through the learning packages and the various engagements. It can provide information to the Offender Diversion Team such as the time committed to learning as well as capturing through survey what the offender is reflecting on. The offender will have to complete the course of learning as part of the conditional caution arrangements.
- 3.12 The packages already in use have been well researched and utilised in other force areas with positive results. Over time additional packages will be developed and

added to the options and Norfolk will have the chance to influence these developments.

3.13 Costs have been shared with Suffolk Constabulary for an Initial 1-year period totalling £26,500 with unlimited interventions available.

3.14 During the initial phase the use of out of court disposals will be closely monitored. Joint Justice Services performance monitoring will oversee a number of measures including;

- Evaluating the ease of use of the process for officers and the Offender Diversion Team. This will include evaluating the effectiveness of the training provided as well as officer understanding of the process.
- Victim Satisfaction surveys will be completed with all victims which will include satisfaction ratings of the disposal methods used alongside how they felt the matter was communicated to them.
- Condition Breach Rates will be evaluated to see if breaches are associated with the types of crimes committed, whether its offender demographics or are some conditions more likely to be breached than others?
- Reoffending rates will be evaluated 6 months after the start of Phase 1 and following that at regular intervals.
- Offender Surveys will be completed to obtain additional information around how the approach affected them to see whether there is learning around how the method is implemented.
- Scrutiny Panels will evaluate the correct usage of out of court disposals and have to be established in all Police Force Areas. Norfolk's Scrutiny Panel is made up of representatives of Police, Magistrates , Probation , Youth Offending Team , Criminal Prosecution Service and the Office for the Police & Crime Commissioner.

3.15 Learning from this initial phase will support future training and ensure there are adequate processes, support and diversion activities available ahead of a full roll in both forces.

#### **4. PHASE 2 – FULL IMPLEMENTATION**

4.1 Following the results of the evaluation and any subsequent learning around the methodology and process phase 2 will see the roll-out of the system to the whole of Norfolk with an expectation that it will be countywide by 1 April 2023.

#### **5. CONCLUSION**

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

END.

**FINANCIAL IMPLICATIONS:**

Red Snapper Software already purchased as part of the work and documented above.

**OTHER IMPLICATIONS AND RISKS:**

This work directly dovetails into the wider work of the Local Criminal Justice Board and demonstrates commitment by the force to ensure victims receive a quality service but also to support offenders through rehabilitation and the prevention of further offending.

| Area   | Indicator  | COUNTY                     |                           |            |
|--|--|----------------------------|---------------------------|------------|
|  |  | Last 12 months             | Long Term Averages (3yrs) | Difference |
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA)  | 1,585                      | 1,583                     | 0.1%       |
|  | *Number of Personal Property Crimes  | 9,547*                     | 11,752                    | -18.8%     |
|  | Number of Hate Crimes  | 1,396                      | 1,192                     | 17.1%      |
|  | Serious Sexual Offence Crimes (SSO)  | 2,217                      | 2,122                     | 4.5%       |
|  | Number of Domestic Abuse Crimes (DA)   | 13,878                     | 11,390                    | 21.8%      |
|  | Number of Online Crimes  | 3,081                      | 1,898                     | 62.3%      |
|  | Number of Robbery Crimes   | 317                        | 427                       | -25.8%     |
|  | Number of Violence with Injury Crimes  | 7,362                      | 7,107                     | 3.6%       |
|  | Number of Rural Crimes   | 445                        | 473                       | -5.9%      |
|  | Number of first-time entrants to the criminal justice system per 100,000 10-17 year olds** | Data Currently Unavailable |                           |            |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

\*Personal property crimes include the following crime types:

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

\*\* There are currently delays in accessing and reporting on FTE data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data due to changing priorities since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. SBOS check regularly with partners within the County Council for further updates.



|  |  | <b>KING'S LYNN &amp; WEST NORFOLK</b> |                           |            |
|--|--|---------------------------------------|---------------------------|------------|
| 5Area  | Indicator  | Last 12 months                        | Long Term Averages (3yrs) | Difference |
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA)                                | 215                                   | 251                       | -14.3%     |
|  | Number of Personal Property Crimes                                       | 1,491                                 | 1,805                     | -17.4%     |
|  | Number of Hate Crimes  | 173                                   | 145                       | 19.3%      |
|  | Serious Sexual Offence Crimes (SSO)                                      | 287                                   | 302                       | -5.0%      |
|  | Number of Domestic Abuse Crimes (DA)                                     | 2,127                                 | 1,728                     | 23.1%      |
|  | Number of Online Crimes  | 464                                   | 296                       | 56.8%      |
|  | Number of Robbery Crimes   | 33                                    | 48                        | -31.3%     |
|  | Number of Violence with Injury Crimes                                    | 1,114                                 | 1,079                     | 3.2%       |
|  | Number of Rural Crimes   | 125                                   | 125                       | 0.0%       |
|  | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. |                           |            |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

|  |  | <b>BRECKLAND</b>                      |                           |            |
|--|--|---------------------------------------|---------------------------|------------|
| Area   | Indicator  | Last 12 months                        | Long Term Averages (3yrs) | Difference |
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA)                                | 207                                   | 231                       | -10.4%     |
|  | Number of Personal Property Crimes                                       | 1,194                                 | 1,576                     | -24.2%     |
|  | Number of Hate Crimes  | 145                                   | 127                       | 14.2%      |
|  | Serious Sexual Offence Crimes (SSO)                                      | 319                                   | 287                       | 11.1%      |
|  | Number of Domestic Abuse Crimes (DA)                                     | 1,886                                 | 1,484                     | 27.1%      |
|  | Number of Online Crimes  | 385                                   | 253                       | 52.2%      |
|  | Number of Robbery Crimes   | 29                                    | 32                        | -9.4%      |
|  | Number of Violence with Injury Crimes                                    | 1,072                                 | 945                       | 13.4%      |
|  | Number of Rural Crimes   | 94                                    | 101                       | -6.9%      |
|  | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. |                           |            |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

|  |  | <b>NORTH NORFOLK</b>                  |                           |            |
|--|--|---------------------------------------|---------------------------|------------|
| Area   | Indicator  | Last 12 months                        | Long Term Averages (3yrs) | Difference |
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA)                                | 151                                   | 162                       | -6.8%      |
|  | Number of Personal Property Crimes                                       | 716                                   | 824                       | -13.1%     |
|  | Number of Hate Crimes  | 112                                   | 61                        | 83.6%      |
|  | Serious Sexual Offence Crimes (SSO)                                      | 182                                   | 190                       | -4.2%      |
|  | Number of Domestic Abuse Crimes (DA)                                     | 1,121                                 | 878                       | 27.7%      |
|  | Number of Online Crimes  | 260                                   | 159                       | 63.5%      |
|  | Number of Robbery Crimes   | 10                                    | 10                        | 0.0%       |
|  | Number of Violence with Injury Crimes                                    | 583                                   | 513                       | 13.6%      |
|  | Number of Rural Crimes   | 69                                    | 69                        | 0.0%       |
|  | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. |                           |            |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

|  |  | <b>SOUTH NORFOLK</b>                  |                           |            |
|--|--|---------------------------------------|---------------------------|------------|
| Area   | Indicator  | Last 12 months                        | Long Term Averages (3yrs) | Difference |
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA)                                | 264                                   | 183                       | 44.3%      |
|  | Number of Personal Property Crimes                                       | 1,006                                 | 1,259                     | -20.1%     |
|  | Number of Hate Crimes  | 133                                   | 97                        | 37.1%      |
|  | Serious Sexual Offence Crimes (SSO)                                      | 286                                   | 248                       | 15.3%      |
|  | Number of Domestic Abuse Crimes (DA)                                     | 1,500                                 | 1,191                     | 25.9%      |
|  | Number of Online Crimes  | 434                                   | 218                       | 99.1%      |
|  | Number of Robbery Crimes   | 26                                    | 23                        | 13.0%      |
|  | Number of Violence with Injury Crimes                                    | 717                                   | 645                       | 11.2%      |
|  | Number of Rural Crimes   | 81                                    | 88                        | -8.0%      |
|  | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. |                           |            |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

|  |  | <b>BROADLAND</b>                      |                           |            |
|--|--|---------------------------------------|---------------------------|------------|
| Area   | Indicator  | Last 12 months                        | Long Term Averages (3yrs) | Difference |
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA)                                | 158                                   | 161                       | -1.9%      |
|  | Number of Personal Property Crimes                                       | 829                                   | 1,142                     | -27.4%     |
|  | Number of Hate Crimes  | 140                                   | 108                       | 29.6%      |
|  | Serious Sexual Offence Crimes (SSO)                                      | 227                                   | 206                       | 10.2%      |
|  | Number of Domestic Abuse Crimes (DA)                                     | 1,305                                 | 1,125                     | 16.0%      |
|  | Number of Online Crimes  | 275                                   | 184                       | 49.5%      |
|  | Number of Robbery Crimes   | 13                                    | 15                        | -13.3%     |
|  | Number of Violence with Injury Crimes                                    | 689                                   | 641                       | 7.5%       |
|  | Number of Rural Crimes   | 47                                    | 65                        | -27.7%     |
|  | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. |                           |            |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

|  |  | <b>NORWICH</b>                        |                           |            |
|--|--|---------------------------------------|---------------------------|------------|
| Area   | Indicator  | Last 12 months                        | Long Term Averages (3yrs) | Difference |
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA)                                | 294                                   | 308                       | -4.5%      |
|  | Number of Personal Property Crimes                                       | 2,568                                 | 3,209                     | -20.0%     |
|  | Number of Hate Crimes  | 480                                   | 465                       | 3.2%       |
|  | Serious Sexual Offence Crimes (SSO)                                      | 560                                   | 548                       | 2.2%       |
|  | Number of Domestic Abuse Crimes (DA)                                     | 3,264                                 | 2,817                     | 15.9%      |
|  | Number of Online Crimes  | 672                                   | 382                       | 75.9%      |
|  | Number of Robbery Crimes   | 134                                   | 216                       | -38.0%     |
|  | Number of Violence with Injury Crimes                                    | 1,844                                 | 2,013                     | -8.4%      |
|  | Number of Rural Crimes   | 1                                     | 2                         | -50.0%     |
|  | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. |                           |            |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

|  |  | GREAT YARMOUTH                        |                           |            |
|--|--|---------------------------------------|---------------------------|------------|
| Area   | Indicator  | Last 12 months                        | Long Term Averages (3yrs) | Difference |
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA)                                | 251                                   | 248                       | 1.2%       |
|  | Number of Personal Property Crimes                                       | 1,689                                 | 1,849                     | -8.7%      |
|  | Number of Hate Crimes  | 204                                   | 181                       | 12.7%      |
|  | Serious Sexual Offence Crimes (SSO)                                      | 306                                   | 294                       | 4.1%       |
|  | Number of Domestic Abuse Crimes (DA)                                     | 2,510                                 | 2,055                     | 22.1%      |
|  | Number of Online Crimes  | 508                                   | 369                       | 37.7%      |
|  | Number of Robbery Crimes   | 71                                    | 80                        | -11.3%     |
|  | Number of Violence with Injury Crimes                                    | 1,306                                 | 1,223                     | 6.8%       |
|  | Number of Rural Crimes   | 26                                    | 17                        | 52.9%      |
|  | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. |                           |            |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

### **Violence and Vulnerability**

With regards to Child Sexual Abuse (CSA), the county is still experiencing an overall slight upward trend (0.1%), in part due to increased reporting of both recent and non-recent offences but mainly due to greater levels of peer-on-peer offending taking place online. Please note, changes to recording practices driven by national requirements mean that these offences are recorded before the precise location within the county is known. The default location is Police Headquarters which accounts for the significant increase in CSA offences recorded in South Norfolk compared to its long-term average (44.3% increase). All the other districts have either recorded decreases or, in the case of Great Yarmouth, a small increase. Upward trends are also replicated county-wide in other areas such as hate crime, crimes of domestic abuse, online crimes, Serious Sexual Offences and Violence with Injury crimes.

The number of recorded domestic abuse crimes has increased by 21.8% in the last 12 months against the long-term average, driven by a combination of continued improvement in willingness to report and genuine increases in prevalence. The same increasing trend is evident when crime and incident numbers are combined and is in line with national domestic abuse trends. Causal factors are similarly believed to be national, including the possibility that consecutive national lockdowns generated environments in which victims and offenders were in close contact for longer periods of time, resulting in increased opportunities for offending to take place.

Serious Sexual Offences include crimes of rape and other serious sexual offences such as sexual assault, as well as child-on-child offending, reporting of non-recent events and third-party reports. An increase of 4.5% has been recorded in Norfolk over the last 12 months compared to the long-term average.

Robbery has decreased by 25.8% against the long-term average which, again, has been driven partly by the conditions generated by consecutive lockdowns.

Improvements in recording standards continue to influence the 3.6% increase in offences of violence with injury compared to the long-term average. Most offences in this crime category are lower level assaults and this trend has been seen nationally.

## **Property Crime**

This changing face of crime has been well documented within the Norfolk 2020/Horizons work and the Constabulary has allocated greater resources to maintain service levels in these expanding areas. The development of the new investigations model, as evidenced by the imminent opening of a new Investigations Hub at Swaffham will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.

Personal property crimes include the following crime types:

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

The whole county has experienced a significant decrease in the number of personal property crimes that are being recorded, with an overall decrease of 18.8% compared to the long-term average. There are no instances at district level where there has been an increase against the long-term average in any of the crime types under the personal property crime grouping. It is worth noting Norfolk's decrease is in line with a national decrease in personal property crimes, believed to be due to the changes in the behaviour of both victims and offenders since the Covid-19 pandemic began. Potential victims are now spending significantly more time in their homes and travelling less, resulting in reduced opportunities for these crimes to take place. With easing of restrictions, it is likely that offending will rise to normal levels again.

Rural crimes figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crimes through its safer neighbourhood teams, and through targeted resources such as Op Randall and Op Moonshot. King's Lynn & West Norfolk, South Norfolk and Great Yarmouth saw the highest number of rural crimes over the last 12 months.

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

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

## **Youth Offending**

Data for the number of first-time entrants (FTE) into the Criminal Justice System has not been available since 2019 as a result of limitations with the Youth Justice Board and Ministry of Justice data processing capabilities since the onset of Covid-19.

Prior to Covid-19, the number of 10-17-year olds entering the criminal justice system was falling. There could be a number of reasons for this reduction. The use of safer schools' officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. In addition to this, there are a number of diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process, including Community Resolution. There is also a greater understanding that a number of children committing crimes have wider vulnerability issues which may be causing the criminality. For these situations, a multi-agency approach through contextual safeguarding at home, school and in the community is more suitable than the criminal justice route.

The influence of social media and access to the internet can lead to complex situations where children can be victims as well as offenders. This includes the sending of indecent images via text messages or apps. Norfolk Constabulary regularly provides guidance to protect and safeguard children, and to prevent an escalation in risk and harm'.

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

A supplementary pilot scheme has also been introduced in the Norwich District with the establishment of a diversion panel involving a YOT manager and a police officer reviewing relevant cases, for example where a youth caution is being considered, to assess whether

a diversion option is likely to be more effective or whether a youth caution / conditional caution or court appearance are necessary and appropriate. The emphasis of the diversionary approach is to ensure that young people are not unnecessarily criminalised and to prevent future offending. The YOT, working with the police, are currently reviewing the experience from the pilot scheme with a view to a county wide approach to out of court disposals to further reduce FTE numbers.



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

**ORIGINATOR: Chief Constable Sanford**

**REASON FOR SUBMISSION: For information**

**SUBMITTED TO: PCC Accountability Meeting – October 2021**

**SUBJECT: Collaboration Report**

**SUMMARY:**

The report outlines the Constabulary's linked up collaborative work with;

- Suffolk Constabulary
- The seven-force collaboration
- National Programmes

**RECOMMENDATIONS:**

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



## Reporting Period: May 2021 to September 2021

### 1 Background

- 1.1 Norfolk and Suffolk Constabularies have been collaborating on the delivery of policing functions since 2009 and have implemented very ambitious business transformation plans for Business Support, Justice Services and Protective Services through an agreed preferred police partnership collaboration strategy.
- 1.2 Through collaboration and planned change, Norfolk and Suffolk have saved a minimum of £41.4M. All back office and operational departments are now working jointly; with the exception of Local County Policing Commands (which includes Force Control rooms and Safeguarding units; which have many links to other locally based emergency services such as Fire, NHS and Ambulance services). Work continues to progress these partnerships to ensure value for money and the shared use of assets.
- 1.3 Additionally, the Norfolk Horizons Team is working to continuously improve, transform and modernise local policing to ensure it delivers a highly effective service now and in the future.
- 1.4 The Strategic, Business and Operational Services (SBOS) Department manages the programme of change through the joint Programme Management Office, which seeks to enable delivery of:
  - Cashable savings
  - Improved services
  - Enabling technology
  - Wider benefits such as non-cashable efficiency savings and risk mitigation
- 1.5 This will lead to transformational change and assist in the delivery of the objectives of the Police and Crime Plans for both Norfolk and Suffolk.
- 1.6 The collaborative partnership between Norfolk and Suffolk is one of the longest running nationally and has been recognised as good practice within Home Office Inspections.

## **2 Introduction**

- 2.1 The COVID-19 pandemic continues to present a number of challenges and opportunities for the Constabulary to respond to.
- 2.2 Norfolk (and Suffolk) continue to work on a Modern Workforce Programme that looks to consider agile/flexible working practices and a more flexible use of the Police estate.
- 2.3 The Service and Financial Planning process for FY2022-23, 2023-24 is in progress engaging with key stakeholders at the earliest opportunity. Plans are developed with consideration of the information in the Force Management Statement (FMS) for Norfolk (a strategic document that examines demand and risk impact on Norfolk Constabulary) and assessed in terms of risks and impact on FMS outcomes.
- 2.4 The plans for sequencing the intake of officers under the Government's Uplift Programme for recruitment of 20,000 new police officers nationally during 2020 – 2023 continues to be explored and refined, consideration is now being given to Uplift Year 3.
- 2.5 Additionally, there is work ongoing to review the Digital Strategy (alongside Norfolk as part of the preferred partnership approach). The digital landscape and the current acceleration in the use, adoption and evolution of digital applications across policing and wider society, has had a profound impact on public expectations, deliverables and engagement. The review will consider the current Digital Strategy to ensure alignment with the wider NPCC National Digital Policing Strategy and ensure that the investments made consider the benefits to improve service, efficiency and improved outcomes for victims of crime

## **3 National Update**

- 3.1 The Policing Vision 2025, set by the National Police Chiefs Council, details the plan for the next four years - in terms of how the vision should shape decisions around transformation, using resources to help keep people safe and provide an effective, accessible and value for money service.
- 3.2 The National Police Technology Council has been commissioned by the National Police Chiefs Council and the Association of Police and Crime Commissioners to work on common operating standards and procurement of police technology.

3.3 Several projects have been initiated within the National Policing Technology Programme - updates on some of the more developed projects are noted below, highlighting any impact on Norfolk Constabulary;

### **3.2 Home Office Programmes:**

#### **3.2.1 Emergency Services Mobile Communications Programme (ESMCP)**

The aim of which is to replace the existing Airwave radio system and deliver a flexible communication system that can be used by all emergency services.

**Current progress at a national level** – The Police Service continues to work hard with the Home Office to prepare for ESMCP. The national business case and benefits plan is currently being redrafted and is expected to be presented to the Home Office Major Projects Review Group in July 2021 for review and consideration of Emergency Services operational and organisational viability and affordability. There will be dual running of the current Airwave product alongside ESMCP services to ensure above all that the technology continues to provide a safe environment for our staff to work. As a result of the business case review and subsequent redraft it is currently anticipated that the current Airwave service will be switched off nationally by December 2026.

Current progress at a local level – Regional meetings have continued and a temporary Regional Delivery Team are in the process of coming together to support the local change leads and manage the transfer from legacy Airwave technology to the new Emergency Services Network (ESN). Several work packages are being undertaken at a local and regional level to map current processes to enable a detailed transition plan to be in place regarding the change in technology.

The current MTFP period (2021/22 to 2024/25) is reflecting costs for ESN in the region of £5.5m for Norfolk, however these costs are subject to change (and revised phasing) based on the most recent national models which are currently being reviewed.

ICT are in progress with a refresh of Airwave terminals and charger lockers to ensure Norfolk have a resilient and reliable fleet of handsets until transition to the Emergency Services Network. We continue to engage with both CCR staff and front line officers who are the main users of these systems.

### 3.2.2 National Automatic Number Plate Recognition (ANPR) Service (NAS)

This project looks to centralise all current locally held ANPR information and provide a national solution with proportional shared access, without boundaries, for all Law Enforcement Agencies (LEAs).

**Current progress at a national level** – All 43 forces will be provided with direct access to the National ANPR data set along with new tools, analytics and alerting functions, enabling forces and other LEAs to work together efficiently and effectively by sharing data and common methods of tackling crime.

**Current progress at a local level** – Norfolk are connected to the NAS and feed Force live ANPR data into the national system, the ICT connection project is closed locally. The joint ANPR Hub project has considered the capacity and capability required to support the proactive 'Moonshot' teams, ensuring the employee roles and responsibilities are such that the technology can be exploited to optimum benefit. A restructure of the unit has taken place and implementation is almost complete.

### 3.2.3 National Enabling Programme (NEP)

This is a Home Office led project that will build on current collaboration to provide a national and standardised cloud-based digital platform that delivers applications at a reduced cost.

**Current progress at a national level** – The NEP adapted its approach to support forces in responding to the pandemic in 2020, enabling forces to adopt an accelerated roll-out of key collaboration tools.

Having achieved the sign off from the NEP to implement the nationally compliant Office 365 solution, the forces' key IT infrastructures are monitored by the dedicated National Management Centre to identify and protect against cyber threats. In achieving this milestone, the forces can be confident in exploiting the full Microsoft toolbox, making the best use of technology.

Nationally, front line officers are sharing numerous positive examples of how the NEP solutions are being used to help tackle crime and deliver policing services to keep local communities safe.

**Current progress at a local level** – The successful roll out of Microsoft Teams platform with all officers and staff accessing Teams chat and collaboration tools has now been completed across Norfolk and Suffolk forces, with the ability for use of both desktop and mobile application. The ability to use Teams for online meetings benefitted both Constabularies ensuring we have been in a position to maintain resilience, both for our own home-working employees but also with wider partners / agencies to continue business, and support communities during the continuing COVID-19 restrictions, and is now a key driver in the Modern Workplace programme (MWP)

The next phase of the project is migration to One Drive for Business to optimise the constabularies file storage capacity and support the MWP.

Work also continues to develop the Identity Access Management (IAM) solution and a dedicated temporary project management team are assisting with the development and exploitation of the benefits provided by the new technology, for example reducing the number of accounts end-users are required to manage. This will also allow us to enhance the process of 'Joiners, Movers and Leavers' throughout the organisation to ensure a more efficient and effective process.

### **3.3 Digital Policing Portfolio:**

#### **3.3.1 Digital Public Contact**

The Single Online Home (SOH) will provide a common IT platform that allows the public to report, transact and self-help through a common website design, enabling a consistent way of engaging with their local force and accessing police services online

**Current Progress at a national level** - All 43 forces have been asked to sign up to a "Statement of Intent", 41 forces have confirmed their intent to do so. At this present time,

Digital Public Contact is currently focussed on providing support for operational policing's response to COVID-19, developing a triage and response service for the public.

**Current Progress at a local level – Norfolk (and Suffolk)** have signed the “Statement of Intent” and a Section 22a Collaboration Agreement to move towards the SOH product. The decision in January 2020 to delay the transition to the Single Online Home platform for Norfolk and Suffolk has been re-visited and remains the status whilst the Constabularies work on developing the Athena Public Engagement tool, for which Norfolk and Suffolk are the lead forces nationally. As a result of this decision an upgrade to existing websites in Norfolk (and Suffolk) will take place mid/late 2021, to ensure contractual support is continued and any move to SOH will be included in plans to ensure we maximise the return on investments already made. At this time a pilot has identified some technical issues which the Constabulary's are working with the providers to resolve.

### **3.4 Other Programmes:**

#### **3.4.1 Policing Education Qualifications Framework (PEQF)**

The PEQF aims to bring consistent practice in terms of implementation, assessment and accreditation of initial police training across all 43 Forces in England and Wales. Anglia Ruskin University are the preferred Higher Education Institute with a go-live date of February 2022 planned for both Norfolk and Suffolk.

Work continues locally on the programme for Norfolk (and Suffolk) and workstreams are progressing well in all areas to meet the go-live date. Both Norfolk (and Suffolk) are working towards a transition programme for current students that has been developed with stakeholders within Learning and Development, and continues to review delivery of learning and development in the future, considering compatibility with social distancing guidelines.

Local assessment of how best to embed the continued tutoring and mentoring of student officers to ensure we provide an efficient and effective use of resources has seen the Norfolk pilot commence, with Cohort 1 students being placed with tutors April 2021.

#### **3.4.2 National Law Enforcement Data Programme (NLEDP)**

The National Law Enforcement Data Programme will enable a consolidated view of national and local intelligence, including the National Register of Missing Persons, ensuring efficient

and intuitive access to the correct data to deliver a joined-up service, helping to prevent crime and protect the public.

**Current Progress at a national level** – Engagement with the Chief Information Officer community across Policing has commenced and will continue to identify key themes and topics for exploration and sharing of best practice at strategic level discussions. Products within NLEDS will be delivered iteratively across the life of the programme, with the next four LEDES products gaining approval at Programme Board.

**Current Progress at a local level** – A Project Manager was initially assigned to the project to work with the National Programme Change Manager to develop a local implementation plan for integration with NLEDS. Whilst the project is paused resources have been reallocated for review upon finalisation of a revised national business case.

## **4 Regional Update**

- 4.1 The 7 Force Strategic Collaboration Programme is working across the seven Eastern counties (Norfolk, Suffolk, Bedfordshire, Cambridgeshire, Hertfordshire, Essex and Kent) to develop and implement successful collaborative solutions - protecting the frontline local delivery of policing through the convergence of systems, processes, equipment and implementation of common standards across the organisations.

Detailed below are some of the more developed regional projects currently being progressed (some of which are linked to national projects as noted above). It should be noted that the programme team are making every effort to keep these projects on track, remaining cognisant of the continued impact of the COVID-19 pandemic and the access to subject matter experts as each force responds accordingly.

### **4.2 Professional Standards Department/Vetting**

The 7Force Programme are leading a programme to transform vetting across the seven forces.

**Current Progress at a local level** – A Regional Interim Vetting Change Lead has been appointed to develop a regional Vetting Strategy in compliance with APP and Code of Practice, implementing common governance processes and procedures for consideration

of adoption across the region. Should this progress to a shared service model, a 7 Force Section 22a Collaboration Agreement will be developed for authorisation.

An upgrade of the existing vetting Case Management System has taken place and full installation has been completed across all regional force.

The Regional Robotics Automation (RPA) - a pilot of robotics automation within the Vetting arena has rolled out and is now live and in business as usual in Norfolk (and Suffolk). The forces will continue to explore and develop the benefits robotics will bring accordingly.

### 4.3 **Forensics**

The Transforming Forensics programme is a national programme that released a business case in 2017 and a prospectus in 2018 to create a Forensics Capability Network (FCN). Both of these documents have been reviewed through the governance structures that exist in the 7Forces for regional work. However, the decision made by the 7Forces was not to subscribe to the FCN at this time, but to remain open to the potential for future membership, and continue to engage with the Transforming Forensics Programme.

The 7Force Programme includes a forensics workstream, and have presented a business case for a replacement Forensics Case Management System. Following evaluation of final tenders and identification of a preferred solution and supplier at 7Forces Summit in January 2021, the 7F team are now working with force business leads on planning and implementation of the new system with a go-live planned for Autumn 2022. The service improvement will be clarified from the benefits identified.

### 4.4 **Digital Asset Management System (DAMS)**

All Forces must have a solution for sharing digital media with the Crown Prosecution Service. At a meeting in May 2021 it was agreed that the 7F project would now move forward as a 5F project as Kent and Essex forces withdrew from the initial work. A full business case is due to be delivered to 7F Summit October '21 with anticipated delivery September 2023.



A local Business Transformation Manager has been appointed within the Norfolk and Suffolk Digital Team to develop and expand the digital media environments to manage integration of systems.

## **5 Local (Norfolk/Suffolk) Update**

- 5.1** Work continues on both the joint (Norfolk / Suffolk) and Norfolk only change projects. The aim of the Norfolk Horizons Programme is to continue to build a scalable, adaptable policing model capable of delivering the best service we can with the money we have. Areas still being reviewed include; the national Uplift programme, the Eastern Investigations Hub, continued development of the Police Digital Investigation team and integration of the new Police Education Qualification Framework.

Due to the interdependencies across policing functions it remains important to have a clear oversight of the overall programme of work and the capacity to be able to deliver. Detailed below are a number of the key projects which are being progressed jointly.

### **5.2 Joint Business Support**

The aim of this work is to consider wider re-organisation of the joint business support functions across both Norfolk and Suffolk such as; Finance, HR, ICT, Strategic Business and Operational Services. The review will look to enable streamlined processes, removing duplication and improving demand management through the use of enabling technology and structural change.

- 5.2.1** As part of this work a review into the core business support IT system (Enterprise Resource Planning – ERP) has been carried out to ensure that the system is being maximised and that it remains fit for purpose. Work includes improving the management information, looking at longer term regional strategies, and enhancing the HR functionality of the system to enable online access to new recruits to better manage demand.

- 5.2.2** The People Transformation function is being reviewed by a Chief Superintendent with a Chief Officer lead to oversee a number of key projects within HR, L&D, Workforce Planning, Occupational Health and Wellbeing, Professional Standards, Equality & Diversity. The implementation of an Occupational Health and Wellbeing Case Management System has now taken place following unforeseen delays due to Covid-19, and is in live operation. The

system aim is optimising technology, improving efficiencies and delivering and enhanced customer focussed service.

- 5.2.3 A Joint Modern Workplace programme is now in a pilot phase with governance boards chaired by the Assistant Chief Officers (ACOs). Workstreams include reviewing flexible working arrangements versus permanent on-site working. The aim of the programme is to implement a major transformation over the next two to three years improving flexibility and agility in the way we work. The first phase has commenced to review, assess and realign resources and capabilities to meet demands both now and for the future.
- 5.2.4 The Joint Shared Services Transactions Centre (SSTC) went live on 1st October 2020 with a supporting Section 22a Collaboration Agreement, A scoping project is now underway with regards to the next phase of expanding transactional services further, maximising existing technologies with a full business case expected in September 2021.

The interdependent restructure of the Recruitment function to centralise recruitment of both Police Officers and Police Staff has also taken place and will deal with all recruitment requirements, then progress the new employee to SSTC for the 'on-boarding' process into the organisation. A business case has been presented and agreed for progression to deliver a 'e-Recruitment' system to replace the current manual operation in place, to exploit and interface with current technology and realise benefits in efficiency gains with a streamlined automated process and improved customer experience.

The formation of a new Programme has been approved for process re-engineering around J.M.L (Joiners; Movers; Leavers) reporting to the Joint ACO's Portfolio, with a focus to develop the processes within Norfolk (and Suffolk) for staff and officers from joining the organisations through to leaving, and all career/role moves in between. The programme will incorporate a project to develop an electronic PDR system for officers and staff, progress the e-Recruitment project, consider Role Based Access requirements, identify quick wins and fault repair and drive data quality improvements.

- 5.2.5 The installation of Telematics in force vehicles is now complete to meet insurance requirements and monitoring is ongoing to identify where improvement in driver standards is needed.

Additionally, the 7Force programme has delivered a joint driver skills management system to track and record skill levels across the Forces and this is now in use by Learning & Development in Norfolk (and Suffolk), with a self-service element for officers and staff to access and check on the information. Alongside this a dedicated Driving for Better Business intranet page has been developed for officers and staff to access for continued learning and self-improvement, with continual updated information about the ongoing work within Force and links to the e-Learning package and external website.

The review of Driver Training continues to be carried out across Norfolk (and Suffolk) to consider what level of training is required by rank and role to ensure training can be prioritised, resourced and delivered as effectively as possible utilising a risk-based approach.

The skills management system will be utilised to further join together training competencies with operational use, behaviour or standards to demonstrate compliance.

### **5.3 Joint Justice Services**

There are a number of projects currently in progress across the Joint Justice Services Command.

- 5.3.1 Work continues locally to consider how we adapt justice services whilst in the midst of a pandemic and reviews continue across Norfolk and Suffolk regarding the use of technology to continue delivering these services across several of our justice service partners.
- 5.3.2 National digitization of Case File (DCF) seeks to digitise and rationalise the production and sharing of case files across agencies, with an improvement in file quality. Locally this requires a substantial upgrade and redesign of the Athena system allowing for direct interaction with CPS and Crown Prosecutors. A governance board has been established and a project team is developing this workstream to ensure readiness for go live and realisation of benefits.
- 5.3.3 Out of Court disposals pilot is now due to commence early autumn 2021, taking place across a number of command areas to test and learn from processes, with the aim to scope and develop the two tier framework in relation to Out of Court Disposals (OCD) aligning to the National Policing Vision 2025. The critical success factors include better

outcomes for victims, reduced reoffending and a greater focus on offender rehabilitation and victim reparation.

5.3.4 HM Courts and Tribunal Service is planning to roll out a new IT system - Common Platform – during 2021 to all Magistrates and Crown Courts. A local policing implementation team will be established in each force to deliver the change for simultaneous go-live for Norfolk and Suffolk due to collaborated ICT and Criminal Justice functions, anticipated to take place in October 2021.

#### **5.4 Joint Protective Services**

Several projects and reviews are being undertaken within the command, some of the more developed projects are noted below;

5.4.1 A project has been set up to consider the impact coming from the International Organisation for Standardisation (ISO) accreditation. The Forensic Service Regulator (FSR) has set a Code of Practice by which the organisation must comply. This code is aimed at all services that provide forensic science services to the Criminal Justice system. There is ongoing scoping work around the potential impact on finances and resources in order to work to compliance with the new standard.

5.4.2 Following a local review of ISO accreditation for the Forensic Collision Investigations Unit, progressed to a national solution with a lead force and a regional management arrangement due to the complexities of the accreditation. Local teams have been established ahead of any planned FSR review by October 2022. The joint Forensic Collision Investigations Unit commenced on 1<sup>st</sup> April 2020 to support the achievement of accreditation.

5.4.3 A review of the joint Automatic Number Plate Recognition (ANPR) Hub has culminated in go-live May 21 of the revised service to ensure we maximise the use of new national technology afforded to us by the National ANPR Service (NAS) and will now be monitored for benefits with a post implementation review. The review has been a key enabler in embedding Operation Sentinel within Suffolk. Operation Sentinel protects Suffolk's road networks.

5.4.4 There are also a number of other reviews ongoing within the Command that consider shift patterns / designs, internal processes and command structures to ensure the most efficient and effective use of resources is in place, maximising technology solutions and providing support to local policing functions.

## **5.5 Other joint reviews**

Other reviews being conducted across the joint space to consider the operating models and skillsets required are progressing in the following areas

5.5.1 Investigation Reviews – Investigations reviews are taking place locally in both Norfolk and Suffolk with overall oversight being fed into a joint Board chaired at ACC level. Work continues to recruit and develop the role of Digital Support Officers within the Constabulary.

5.5.2 OPTIK – A platform delivering a mobile solution for police officers to update computer records without the need to return to base has been rolled out to more users following a pilot and evaluation at the end of 2020, and continues to be enhanced with additional modules. The intention is for benefits realised through the reduction in travel time as well as giving Officers access to real time information in their current location in a faster, secure manner, realising efficiency savings and improvement in service to the public.

5.5.3 A review of Data Quality across both organisations is being progressed and a dedicated programme will be established to improve and provide confidence and assurance that information is created, handled and managed appropriately. Organisational wide options for provision of improved data quality standards maximising processes, systems and technology will be scoped, designed and delivered to maximise compliance with four core data quality principles: Accuracy, Appropriateness, Relevance and Timeliness.

5.5.4 A review of the ICT Target Operating Model has commenced with a dedicated project management resource assigned to ensure the organisations are prepared for the digital future as the rise in Cloud Computing has drastically transformed the landscape. The intention is to maximise the delivery of services and have the right resources to continue to deliver the wide portfolio of transformative change to enable greater agility and flexibility to the business as a whole.

## **6 Future Plans**

- 6.1 The pandemic and continued restrictions across the country has brought unprecedented challenges to society and the police service as a whole is working hard to continue to deliver its core role as one of several key worker agencies.
- 6.2 As we move to restore some levels of normality and see recovery in services, the main area of focus for Norfolk will be to look at how we can develop on learning, ensuring robust business continuity plans are in place and tested for future similar events,
- 6.3 As we move forward, significant pieces of work will flow from the programmes already in progress. This will lead to some new challenges, not least to ensure we maintain management oversight and awareness of individuals' wellbeing, but will also allow us to consider how these changes can help improve recruitment and attraction opportunities, review how training is carried out, improve engagement with other agencies, and to consider our carbon footprint both in terms of travel requirements and estates.

## **7 Governance Update**

- 7.1 A Section 22A Collaboration Agreement is a legal framework for collaboration in emergency services. It sets out how the parties will work together for greater efficiency and effectiveness of service. It determines the collaboration in terms of governance, financial arrangements, audit and inspection, direction, command and control.
- 7.2 There are a number of Collaboration Agreements that operate across Norfolk Constabulary operating at national, regional and local levels.
- 7.3 The local agreements primarily cover collaboration between business support areas with larger "umbrella" style agreements for Protective Services and Justice Services.
- 7.4 There are currently no agreements due for review in 2021. The next 5-year reviews are due in mid-2022 when the agreements for Human Resources, Corporate Communications and Joint Justice Services will be revised and renewed.

## **8 Central Policy Unit**

- 8.1 The Central Policy Unit is responsible for developing, reviewing and managing all Norfolk and Suffolk Constabularies' policies and procedures, ensuring they are kept up to date and

reflect current legislation, best practice and Authorised Professional Practice (APP) as dictated through the College of Policing.

- 8.2 All force policies are subject to a periodic process of rigorous consultation, across and outside of the organisation, before sign-off by Chief Officers. This ensures proper scrutiny by a wide cross-section of officers, staff and the communities we serve.
- 8.3 The Constabularies' policies and procedures are binding on all members of the organisations. Adherence ensures consistency of approach and reassurance and transparency to the workforce and the general public.
- 8.4 The policy library comprises 180 'live' joint Norfolk and Suffolk policies, a further 26 are Norfolk only and there are 6 7Force/regional policies in progress.

END.