

## **PCC ACCOUNTABILITY MEETING**

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

**Wednesday 26<sup>th</sup> January 2022 at 10:00am – 12:00pm**  
**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 20 <sup>th</sup> October 2021	Page 3
4.	Constabulary Covid-19 Update	Verbal Update
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11.	Emerging Operational/Organisational Risks	Verbal Update
12.	AOB:	
13.	<p><u>Date of Next Estates Governance Board Meeting:</u> Tuesday 8<sup>th</sup> February 2022 from 2:00pm – 4:00pm</p> <p><u>Date of Next Strategic Governance Board Meeting:</u> Tuesday 22<sup>nd</sup> March 2022 from 10:00am - 12:00pm</p> <p><u>Date of Next PCC Accountability Meeting:</u> Tuesday 26<sup>th</sup> April 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)

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**MINUTES OF THE PCC ACCOUNTABILITY MEETING  
HELD ON WEDNESDAY 20<sup>TH</sup> OCTOBER 2021 AT  
2:00 P.M. VIA MICROSOFT TEAMS (VIRTUAL  
MEETING)**

**1. Attendance:**

Mr G Orpen-Smellie	Police and Crime Commissioner,
Mr M Stokes	Chief Executive, OPCCN
Mr P Sanford	Temporary Chief Constable, Norfolk Constabulary
Mr N Davison	Assistant Chief Constable, Norfolk Constabulary
Mr E Bridger	Temporary Assistant Chief Constable, Norfolk Constabulary
Ms J Penn	Chief Finance Officer, OPCCN
Mr P Jasper	Assistant Chief Officer, Norfolk and Suffolk Constabulary, Constabulary
Mr M Cooke	Superintendent, Norfolk Constabulary
Ms N Atter	Corporate News Manager, Norfolk Constabulary
Ms S Lister	Director of Performance and Scrutiny, OPCCN
Dr G Thompson	Director of Policy, Commissioning and Communications, OPCCN
Mr J Stone	Performance and Scrutiny Manager, OPCCN
Ms S Crannage	Communications Officer, OPCCN
Mr J Mann	Performance and Scrutiny Assistant, OPCCN

**Apologies for Absence:**

Apologies received for:	
Mr S Megicks	Temporary Deputy Chief Constable, Norfolk Constabulary

Before addressing the agenda items, the PCC advised that due to Covid-19 the meeting was to be conducted virtually but the recording would be available to be viewed on the Office of the Police and Crime Commissioner's website after the meeting. The PCC opened by explaining that public trust in policing would be a key theme of this meeting.

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

There were none received.

**3. To Confirm the Minutes of the Meeting Held on the 29<sup>th</sup> July 2021**

Superintendent Cooke stated that a paragraph amendment to the financial section of the minutes has been submitted to the Performance and Scrutiny Assistant in the OPCCN for action.

The PCC stated that a question has been submitted for page 5 of the minutes which has been considered and actioned. The question was answered with more recent evidence, but the PCC does not propose to answer this again; however, one element was asked by the PCC how many police were dedicated to fraud. The ACC stated that the police service was structured in a way to deal with fraud cases. Norfolk Constabulary does not have a small team dedicated fraud but the ACC advised that Action Fraud exists to help combat fraud at a national level and acts as an initial inbox for all fraud offences in the UK and works with the City of London Police to review and the relevant organisation to deal with. Norfolk Constabulary additionally works with London police who specialise in fraud prevention. If there are Norfolk-based offenders, the case will most likely be sent to Norfolk Constabulary for action. The Eastern Region Special Operations Unit (ERSOU) will take on investigations into serious fraud cases and will aid Norfolk Constabulary in the response to this.

Norfolk and Suffolk Constabularies have a joint Cyber Command to work with local businesses and individuals to help prevent fraud. The ACC explained that the type of crime will determine what area in the Constabulary the case comes into for investigation and so there is not one single area that deals with fraud. The Constabulary has made investment into detective training to support fraud and financial investigations. The ACC stated that the Constabulary will always keep the structure under review and would consider different options depending on government and national direction.

#### **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 there has been a significant recent increase in infection rates in Norfolk and nationally. Norfolk is slightly above the national average for the case rate in England at 424 cases per 100 thousand people. The Constabulary is managing internal sickness levels with 49 members of the Constabulary isolating. It is believed that a majority had been contracted from kids in schools bringing it home to parents. The T/CC advised that the projection of cases were seen to be increasing with the Health Secretary holding a press conference later this day. The Constabulary will continue to be cautious and will review plans moving forward.

#### **5. PAM Public Questions**

The PCC stated that there were 23 questions submitted by members of the public, many of which relate to public trust in policing. He added that others relate to areas such as violence against women and girls, speeding, rural crime and modern slavery.

The PCC advised that one of the questions have been addressed already and one has been taken out and passed to the Constabulary as a Freedom of Information request. One relating to the police precept had been taken out due to the question being for the PCC to answer and not the Constabulary. He added that Police and Crime Panel who has forwarded to the would hold him to account for the police precept. Some questions will be covered under later sections of the meeting and those not asked would be added to the PCC website with Constabulary responses.

Questions on public trust in policing:

- How many serving Norfolk police officers have criminal convictions for sexual offences, sexual harassment or sexual misconduct?

The T/CC stated that no serving police officers in Norfolk Constabulary have convictions for these. He added that in the last five years, nine officers have received convictions for a wide range of offences including fraud and driving with excess alcohol. None of the officers that received convictions are still employed with the Constabulary as they either resigned before hearings or were dismissed as a result of the hearing. The T/CC explained that the officer would be put on a barred list so they would be unable to join a different police force. He added that his position was that he would aim to remove the officer from the organisation as soon as

possible.

- How many serving officers have convictions for Domestic Violence Offences including assaults against women?

The T/CC reiterated that no serving officer has convictions within the Constabulary.

- How many serving officers are currently under investigation for offences relating to sexual or domestic offences?

The T/CC stated that there were none.

- How do the police ensure the public are safe if some officers have allegations against them?

The T/CC stated that the Deputy Chief Constable (DCC) will make the decision if the officer is to be suspended from duties for allegations. Some allegations will be disproved or not have enough evidence to be proved. The public interest test will also be in the forefront of the DCC's mind when making any suspension decision.

- Question relating to a media report that Wayne Couzens and a Norfolk officer had involvement in a WhatsApp group.

The T/CC stated that this was no more than an allegation at this time, the officer has been suspended and the Constabulary will await the outcome of the Independent Office for Police Conduct (IOPC) investigation.

- What training is given to officers on reporting misconduct by fellow officers? Have any officers failed to report misconduct of other officers?

The T/CC stated that officers receive training on this topic and student officers receive training on their second day. There is an anonymous line where reporting can be done following an IOPC recommendation. This input is repeated at different levels in the organisation. The Constabulary is currently in the process of rolling out communications on conduct, values and standards. The T/CC stated that in the last five years there has been two investigations into failure for a member of staff to report. One of the cases is the one described earlier in the meeting and one in 2016 which the IPCC determined that there was no case to answer.

- How does the Constabulary reassure that the highest standards of recruitment and vetting are being used? Are officers deployed alone or in pairs? How can women trust that the Constabulary is taking steps to win the trust of women?

The T/CC stated that vetting and checks are done on entry to the Constabulary. There has been significant public commentary on the vetting processes which can overstate the role vetting can have. The T/CC stated that there are currently delays in vetting as the Constabulary do not compromise any processes. The Constabulary has refused 130 police officer applicants over the past two years through flags in the vetting processes, but vetting cannot predict what people will do in the future and so other measures are required. The T/CC stated that it was impossible to check every social media message as it would take too much time, but proportionate checks and searches are done. The Constabulary have an Anti-Corruption Unit and the staffing was increased this year. The unit proactively investigates staff behaviour. The T/CC stated that there is a strong women's network developed called The Forum which is another method to report.

The T/CC stated that officers are deployed both in pairs and single crewed as they do not have the resources to deploy double crewed officers and this is inefficient every time. The Constabulary will take a risk-based approach when deciding deployment methods. Wayne Couzens was on his own and off duty when he committed his offence. There is clear guidance that if a member of the public is concerned with an officer when stopped, it is the officer's responsibility to prove their intent and can prove this in several ways, such as calling another officer, meeting at a police station and can put their radio on loud speaker to contact the Control Room directly.

The T/CC stated that the Constabulary aimed to win the trust and confidence of women. He added that he knew that trust would not be built overnight, and the best response would be to provide the best possible service to victims. In addition to this the T/CC spoke to over 290 supervisors over the last two weeks to set the high standards expected by the Constabulary. The Constabulary has signed up to the National Street Safe Scheme launched by the Home Office which will inform the areas for the police to patrol where people do not feel safe. The Constabulary will also complete all actions provided from the National Police Chiefs' Council (NPCC) violence against girls strategy. Domestic Abuse continues to be prioritised and focus on perpetrators to compliment the work to support victims. The T/CC stated that the Constabulary had recruited 40% female officers in the past year and aspire to get to a 50-50 figure. There are currently 775 female staff and 495 male

staff and 1,196 male officers and 557 female officers employed in the Constabulary.

- How many cases of violence against women and girls has there been in Norfolk in the last twelve months and how many have been convicted and prosecuted? If not, then why not?

The T/CC stated that he could provide the figures after the meeting.

- There has been systematic misogynistic attitudes and behaviour and victim blaming. Are the Constabulary failing to protect and provide support for victims?

The T/CC stated that the circumstances around Sarah Everards' death were awful and added that policing has significant improvements to make. He stated that he recognises this and is committed to do what he can to improve matters. There is currently a significant problem in the UK with Domestic Abuse and the Constabulary doesn't dedicate more resources to another crime type. The T/CC added that it was important to understand the causes behind abuse and education and schools were vital to this. The T/CC stated that cases of rape have a high bar set for conviction beyond reasonable doubt due to most cases being one person's word versus another. He added that officers do their utmost to present evidence to the best of their ability.

- Domestic Abuse figures are high currently, what priorities and training are given to this crime? What is being done to increase prosecutions?

The T/CC stated that he is fully supportive of the need to prioritise violence against women and girls. The Constabulary response to rape and Domestic Abuse is governed by command teams and performance is overseen by the Deputy Chief Constable at the performance boards. The T/CC stated that the construction of new hubs pulls together investigative resources to enhance capacity to perform digital investigations. The T/CC stated that Domestic Abuse training was standard for trainee student officers and repeat training would be available periodically for frontline staff when required. The T/CC added that Norfolk Constabulary were piloting a Domestic Abuse car that would be based in Norwich and officers would be based on late shift duty in parts of the city where Domestic Abuse is most prevalent. The Constabulary relationship with the CPS was good, but the time taken to get cases to court were long due to Covid-19. The Constabulary are building Out of Court Disposals for lesser offences with the aim to address further offending. Aim to



see victims receiving a more victim-focused service and more offenders brought to justice.

- Police Officers are being asked to do a huge amount in their roles. Are we asking too much from them? Do they undertake sufficient training for all areas?

The T/CC stated that this was difficult as there are so many challenges that policing must face. Student officer training has been increased, but the Constabulary needs to be realistic in what information one person can absorb. The College of Policing has a role to play in providing some technology officers can use to learn from best practice to help them develop. The T/CC stated that current abstraction rates were due to the increased training requirements and would be over 50% soon. Additional professionalisation of the organisation had an effect on police visibility and there is a limit to how much training officers can take on. The PCC mentioned the Independent Office for Police Conduct impact statement which included over 400 pieces of learning for officers. This, alongside other learning requirements from other organisations creates a huge amount of learning that officers are required to learn. The T/CC stated that the worst area hit for abstractions is neighbourhood policing. He added that HMICFRS are conducting an inspection into vetting, standards and Violence Against Women and Girls, the Metropolitan Police are conducting an internal review and the Home Secretary has announced a long-statutory enquiry into violence against women and girls. There is also a national strategy around this, and the Constabulary are committed to learn all lessons. The T/CC stated that clarity is needed around a Norfolk-focus message that can be conveyed wider in order to make a difference to policing.

- Would calling 999 be a viable option for witnessing hare coursing and fox hunting?

The T/CC stated that the Control Room will prioritise calls based on the circumstances. The Constabulary has been successful in dealing with hare coursing. The Constabulary have seized dogs and vehicles, have worked with neighbouring forces to make improvements and added that Norfolk had lower rates in comparison to other areas. The T/CC stated that the Constabulary had successful prosecutions would continue to put resource into that area. The T/CC stated that in terms of fox hunting the Constabulary occasionally get reports. Some groups use lawful activity and sometimes there is unlawful activity to disrupt hunts. The Constabulary will always try to resolve matters through engagement with the public and understands that this evokes

strong feelings from both sides.

- What can the police do to inspect containers to make sure stolen equipment doesn't leave the country?

The T/CC stated that there is a large volume of containers that leave ports on a daily basis and alongside the challenges of Brexit and the need for more HGV drivers, there is a challenge to police this. Nationally there has been a reduction in plant theft over the last twelve months. There is an operation focused on targeting agricultural thefts and police will work to target offenders based on intelligence led work. The T/CC added that the Operation Moonshot Team continued to stop individuals on a regular basis in regard to thefts.

- What are the Constabulary doing to prevent modern day slavery?

The T/CC stated that Norfolk has a Missing Adult Sex Work, Slavery and Trafficking Team (MAST) established with training of officers across the county. The Constabulary has a good relationship with the Salvation Army and Children's Services to tackle this form of criminality. Modern Slavery is an issue in Norfolk the same as anywhere else in the country.

- Will the police equip police dogs with stab vests and goggles?

The T/CC explained that there was not a plan to do so in Norfolk, but they take the safety of police dogs seriously. The T/CC added that the body armour can potentially cause issues and would need to be explored to evaluate the use. The Constabulary were also looking into technological solutions in place of dogs such as drones deployed in the place of police dogs for firearm situations.

- How do the Constabulary support ex-military veterans in custody?

The T/CC stated that whenever a detainee gets put into custody, they are asked whether they have served in the forces. If yes, they are asked to consent to being referred to Project Nova. There has been a total of 47 veterans who have been asked the question and 38% agreed. In addition to this there has been work on Out of Court Disposals in order to refer individuals to support them.

- There were two questions on the enforcement of 20 mile per hour limits and how the police enforce these zones. What is the difference between a zone and speed limit?

The T/ACC stated that the police recognise that the local community has speeding as a high priority for them. The police will use data-led information to deploy resources and will focus on high risk sites. The T/ACC stated that there is an effective Safety Camera Partnership and a growing Community Speed Watch scheme which aim to inform police and aid with deployment. A speed zone and speed limit are different things. The T/ACC explained that engineering of the roads may help resolve issues in certain locations like schools. The Constabulary will complete safety assessments and deploy based on risk assessments.

- The T/CC stated that the question submitted on Speed Watch could be answered outside of the meeting.
- Do cyclists have right of way on pavements and what can the police do to enforce?

The T/CC stated that the Constabulary has the option to take action to deal with dangerous cyclists. Campaigns have been completed around cyclist safety. The T/CC stated that some pedestrian pavements can have cyclists on them which can cause issues and added that the Constabulary will take action when it was appropriate to do so.

- Why do police not do something when cars block highways? The public understand that sometimes it might be a County Council issue but when would the Constabulary get involved?

The ACC stated that he led on work to decriminalise parking offences and transferred enforcement from police to Norfolk County Council. The ACC explained that double and single yellow lines enforcement were not the Constabulary's responsibility to enforce. Police will, however, deal with dangerous obstructions to get vehicles moved, but they rely on members of the public to inform the police about the obstructions. There are routes to contact the police through the Neighbourhood Policing Team email, Safer Neighbourhood Action Panel meetings and the 101 number. The ACC explained that the main issue was in relation to schools and the first contact should be with the school itself then local authority partnership. He added that the police role in enforcing parking was very narrow and specific.

## **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 stated that the budget report is based on information up to the end of the year period. There has been a group forecast which is underspend of approximately 0.1% of the total revenue budget and this was due to underspend of transport and overachievement of income. This is planned to be offset in the planned overspend of pay through recruitment of officers and the Police Education Qualifications Framework arrangements. The ACO stated that the Constabulary were planning to make £4m worth of savings this year and are on track to achieve this. £2m of the budget will slip into next financial year due to the building of Broadland Police Station.
- The ACO stated that work on the Broadland Police Station is well underway and is expected to be completed and operational by November 2022. The Constabulary continue to collaborate with the Fire Service in regards to estates and there is information in the report in relation to surplus buildings over the Medium-Term Financial Plan.
- The PCC stated that the Constabulary were not meeting their targets for attending rural emergencies and asked if the 12.9% was beyond reach due to transit times. The ACC stated that the target is for 90% of emergencies to be attended within 20 minutes. He added that the Constabulary had capacity issues, but the increase in driver training would help to alleviate this. The ACC mentioned that the Constabulary were exploring whether the organisation can auto transfer grade A calls in the Control Room. Which would ultimately improve the response from the Constabulary. The ACC stated that the time recordings from officers who attend incidents are inputted manually which can lead to errors as officers are focused on the incident they are attending. A GPS system would work better and this, in addition to other improvements made by the Constabulary, should lead to improvements in meeting the targets.
- The PCC stated that 68% of respondents in the public perceptions quarterly survey stated that police understood the issues affecting the community. The ACC stated that 4,500 people were surveyed which was more than the Crime Survey for England and Wales. The Constabulary have addressed issues through the 'Park, Walk and Talk' scheme, encouraging officers to make sure they have good engagement with members of the public and be more visible. Engagement Officers work with key individual networks within communities

alongside conducting Safer Neighbourhood Action Panels to better understand local priorities. The Home Office 'Street Safe' website can be used dynamically to understand hot-spots and inform policing deployments. The ACC added that 68% of the survey is encouraging and mentioned that surveys are limiting to some degree, but reassured that the Constabulary were addressing local issues.

## 7. Police and Crime Plan Theme: 'Increase Visible Policing'

The Assistant Chief Constable presented the report, which outlined the Constabulary's progress on the Strategic Objectives for Priority One of the Police and Crime Plan. The key points discussed were as follows:

- The ACC stated that the Constabulary always works hard to ensure local visibility and engagement and it is important to deliver this on behalf of the community. The Constabulary have a neighbourhood policing model and will continue to review engagement moving forwards. He added that Covid-19 had affected engagement from the Constabulary. The PCC asked if the direction of travel was for Engagement Officers to be staff and not police officers and if this defeated the purpose. The ACC stated that each district has an Engagement Officer who have a number of roles. The Constabulary has a commitment to recruit police staff Digital Officers to compliment the work of the police officer Engagement Officers by professionalising the use of digital platforms in order to communicate with the public effectively. The ACC stated that the Constabulary are aiming to recruit in early 2022.

The PCC asked a public submitted question:

- Can't the Constabulary increase the presence of officers on the beat. And make this a 24/7 presence and do they work in pairs?
- The ACC stated that there are over 100 Beat Managers dedicated to local communities in Norfolk. They develop relationships with individuals and businesses and deal with community issues. They conduct their work on foot, in vehicles and on bicycle patrol. He stated that there had to be a balance between the need to deploy and engagement with the public. The 'Park, Walk and Talk' scheme is being used to increase contact with the public. The PCC asked for the results of the scheme. **ACTION 59 – ACC Nick Davison to provide the PCC with the results of engagement through the Park, Walk and Talk scheme.**

The PCC asked another public submitted question:

- There are difficulties with contacting 101, what is the Constabulary doing to improve the service?
- The ACC stated that there were many ways to contact the Constabulary and

could contact the Control Room through 101, 999 and via email. The issues with 101 have been recognised and are being addressed. The Constabulary have put in place a call triage system in the Control Room based on priority. If a member of the public is waiting, they will be prompted with different ways they can contact the Constabulary as some calls can be answered quicker through email. The ACC stated that they are in a stronger position than 13 months ago and 80% of calls are now answered within 30 seconds with the number of abandoned calls down from 12% to 3-4% over the same period.

The PCC asked another public submitted question:

- The police used to have a presence in schools but do not anymore, what are the Constabulary doing to re-establish a presence in every school?
- The ACC stated that the Constabulary has police embedded in high schools across the county. There are 14 officers working across the schools to deliver programmes of work. He added that this was not a core police function but the Constabulary did it anyway.

## **8. Police and Crime Plan Theme: 'Prevent Offending'**

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 provided an overview on Out of Court Disposals (OoCDs) for low level offences and stated that the Constabulary had a modernisation plan moving forward. The Constabulary would focus on community resolutions and simple cautions in order to ensure reductions for repeat offending. The T/ACC stated that there was a Police, Crime, Sentencing and Courts Bill which mandated a two-tier approach and the National Police Chiefs' Council strategy which aimed for Constabularies to do this before 2025. He added that Covid-19 had delayed this, but work was still ongoing. Phase one went live in September this year in Great Yarmouth and will be subject to an evaluation at six months. Awareness training is delivered to practitioners to achieve standardisation for referrals and the alongside this the Offender Diversion Team will advise practitioners. The T/ACC added that Red Snapper was providing a greater insight into victims' views and breaches of cautions and phase two would allow for the rollout to the rest of the county by April 2023.

- The PCC asked what the Constabulary was doing to address the 62.3% increase in online crimes in the last twelve months. The T/ACC stated that this was a growing area of crime, it was not always suitable for traditional criminal justice routes and with the backloads of court cases there would be an opportunity to use Out of Court Disposals to assist. The ACC stated that work

is being completed through partnership approaches such as the Community Safety Partnership. Public awareness and prevention are key areas addressed by the Constabulary and work was ongoing from the Cyber Fraud Teams aiming to reduce vulnerability.

- The PCC queried what was causing the increases in recorded hate crime, especially in North Norfolk. The ACC stated that this was a complicated issue as hate crime is underreported, and so an increase indicates that public confidence in reporting has increased. He added that it was disappointing to see that people have to suffer from hate crimes. The ACC advised that there is a correlation between global events and increased rates in Norfolk. 'Stop Hate in Norfolk' is one way in which people can report hate crime and the ACC stated that the Constabulary would investigate and prosecute if necessary. The Constabulary works with partner agencies and encourages people to come forward and report hate crimes with information for the Constabulary to investigate. The T/CC added that there was a particular issue with the transsexual community in North Norfolk which was a driver for statistics of hate crimes in Sea Palling.

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

- The T/ACC stated that there has been a paper circulated explaining the extent of collaboration between Norfolk Constabulary and Suffolk Constabulary. The PCC stated that he had no questions and was happy to note the paper.

#### **10. Emerging Operational / Organisational Risks**

- The T/CC Explained that this had been covered in the meeting but stated that violence against women and girls was a key issue at this time alongside rape and Domestic Abuse. There are challenges with the number of growing priorities for the Constabulary with a limit to resources. He added that some concern was had with street violence committed by a small group of individuals and the Constabulary were addressing the offending through planned operations. The T/CC advised that the challenges with night-time economy has returned as establishments re-open. The PCC stated that he was in constant dialogue with the T/CC about issues as they occur.

#### **11. AOB**

There was nothing discussed under AOB.

12. Date of next meeting – Wednesday 26<sup>th</sup> January 2022. PCC will consider meeting format nearer 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:** Police Accountability Meeting – January 2022

**SUBJECT:** PRIORITY 7 - 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 26.01.2022

**SUBJECT:** Budget Monitoring Report 2021/22  
(based on period to 30 November 2021)

**SUMMARY:**

1. This report provides a high-level financial overview of the Group Revenue and Capital Budgets for the current year.
2. The Commissioner approved the total revenue budget and capital programme for 2021/22 in February 2021 and this report forecasts outturn income and expenditure to the end of the year based on the position at the end of November 2021.
3. The Group is forecasting a revenue underspend of £0.142m, including a Constabulary underspend of £0.372m and OPCC & Commissioning budgets overspend of £0.230m.
4. The forecast capital position is a £2.3m underspend due largely to the re-profiling of costs relating to the major estates scheme at Broadland and Hethersett. This is an increase of £0.5m from the previous report.

**RECOMMENDATIONS:**

It is recommended that members of PAM note the contents of this report.

## DETAIL OF THE SUBMISSION

### 1. OVERVIEW

1.1 Based on the position as at 30 November 2021, the total Group Revenue Budget is forecast to underspend by £0.142m (0.08%).

1.2 The high-level summary at month 8 is as follows:

	Budget 2021/22 £000	Full Year Forecast £000	Over(-)/Under spend	
			£000	%
<b>Office of the Police and Crime Commissioner</b>	<b>1,108</b>	<b>1,072</b>	<b>36</b>	<b>3.27%</b>
PCC Commissioning	1,708	1,974	(266)	(15.59%)
Transfer from reserves	(502)	(502)	0	0.00%
<b>PCC Commissioning (net)</b>	<b>1,206</b>	<b>1,472</b>	<b>(266)</b>	<b>(22.08%)</b>
Chief Constable Operational Spending	188,945	188,573	372	0.20%
Transfer from Reserves	(543)	(543)	0	0.00%
<b>Chief Constable Operational Spending (net)</b>	<b>188,402</b>	<b>188,030</b>	<b>372</b>	<b>0.20%</b>
Capital Financing	6,296	6,296	0	0.00%
Transfer from reserves	(287)	(287)	0	0.00%
<b>Capital Financing (net)</b>	<b>6,009</b>	<b>6,009</b>	<b>0</b>	<b>0.00%</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>(14,615)</b>	<b>(14,616)</b>	<b>0</b>	<b>0.00%</b>
<b>Total</b>	<b>183,056</b>	<b>182,913</b>	<b>142</b>	<b>0.08%</b>

## 2. PCC REVENUE BUDGET

2.1 The Office of the PCC is forecast to be on budget 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 £1.505m this year. The full budget and forecast is set out below: -

	<b>Budget 2021/22 £000</b>	<b>Full Year Forecast £000</b>	<b>Over(-)/Under spend £000</b>
Commissioning of all services, including those for victims	3,294	3,676	(382)
Less: Ministry of Justice Grant (MoJ)	(1,505)	(1,505)	0
Other Commissioning Income	(583)	(699)	116
<b>Net (base) Budget 2021/22</b>	<b>1,206</b>	<b>1,472</b>	<b>(266)</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, however the requirement based on the current forecast outturn will be £0.266m. This change has come about as this has been an extraordinary year for the OPCC, which has been adversely impacted by the covid pandemic, in terms of its impact on staff and the resilience of the organisation, and the operational priorities of partners and ability to deliver a number of projects, which in turn has limited the ability to fulfil all intentions and plans. Furthermore, the pandemic has led to the MOJ creating a range of new funding streams that were required to be delivered to support key victims' services – meaning resources had to be diverted to deliver these.

## 3. CONSTABULARY REVENUE BUDGET

3.1 The Constabulary Revenue Budget is forecast to be underspent by £0.372m at the year-end. The main variances are explained below and provided in the following table:

	<b>Budget 2021/22 £000</b>	<b>Full Year Forecast £000</b>	<b>Over (-) / Under Spend £000</b>
Pay Related Costs	157,530	157,407	123
Other Employee Costs	1,893	2,015	(122)
Property Related Costs	16,708	16,895	(187)
Transport	3,602	3,540	62
Supplies and Services	16,116	16,064	51
Third party payments	5,458	5,424	35
Corporate	3,613	3,613	0
Income	(15,473)	(15,883)	410
<b>Total</b>	<b>189,447</b>	<b>189,075</b>	<b>372</b>

### 3.2 **Pay Related Costs**

The forecast underspend of £0.123m primarily relates to staff pay vacancies, offset by the increase in officer numbers in excess of the planned recruitment targets. This is subject to change and is dependent on decisions in relation to officer student cohorts for the remainder of the financial year.

3.3 The 2021/22 budget includes funding relating to the planned uplift of officers in respect of meeting Norfolk's share of the increased national recruitment of 20,000 police officers announced by central government, known as Operation Uplift.

3.4 The current workforce planning assumptions assume a net increase of 105 officers for this financial year, with strength at 1780 by year end, 89 FTE above the Uplift target. This level of recruitment is required to ensure the Uplift target is exceeded in 2021/22 in order to maintain 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 £0.122m primarily relates to a modest increase in the requirement for external training courses this year (£0.041m), an increased demand on psychology and physiotherapy services for officers and staff (£0.047m) and court compensation payments (£0.026m).

### 3.6 **Property Related Costs**

The forecast overspend of £0.187m relates to higher than budgeted expenditure in rent and furniture and fittings.

### 3.7 **Transport Related Costs**

The forecast underspend of £0.062m relates to lower than budgeted expenditure within fuel, mileage and travel costs, based on expenditure incurred during the first seven months of 2021/22, offset by additional costs within vehicle spares and repairs.

### 3.8 **Income**

The forecast surplus of £0.410m includes additional income as a result of recent mutual aid and additional court fees, together with Covid-19 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>			
<b>Cost of Change</b>	<b>(325)</b>	<b>(325)</b>	<b>0</b>
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 £15.522m including slippage from 2020/21 of £10.065m, adjustments relating to Body Worn Video (0.400m) and Athena (£0.048m) and transfer of £0.263m from Table B to Table A.

7.2 The current forecast expenditure at year-end is £13.290m.

	<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	5.546	0	5.546		
<b>Total Capital Programme</b>	<b>15.611</b>	<b>0</b>	<b>15.611</b>	<b>13.290</b>	<b>2.321</b>
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.345	0	3.345		
Table C – Longer term, provisional schemes requiring further reports	0	0	0		
<b>Total</b>	<b>18.956</b>	<b>0</b>	<b>18.956</b>		

7.3 The underspend of £2.3m relates to the re-profiling of the Broadland Gate and Norfolk Learning Centre Estates schemes (£2.1m) and Joint ICT schemes (£0.2m).



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 exceed offset back office costs by £0.216m.
- 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>Forecast income (after allocation for Back Office)</b>		<b>(216)</b>
<b>Estimated Useable Reserve as at 31 March 2022</b>		<b>(637)</b>

**Corporate Monitoring Report at 30th November 2021  
NORFOLK GROUP**

**FULL SUMMARY OF INCOME AND EXPENDITURE**

	Budget 2021/22	Actual Year to Date	Forecast Outturn	(Over)/Under spend
	£000	£000	£000	£000
Pay and Employment Costs	158,969	105,890	158,778	191
Other Employee Costs	1,919	905	2,044	(125)
Property Related	16,710	10,702	16,897	(187)
Transport Related	3,627	2,343	3,559	68
Supplies and Service	19,026	11,953	18,820	206
Third Party Payments	5,458	1,278	5,509	(50)
Capital Financing	6,296	437	6,296	0
Contingencies	3,613	0	3,613	0
Movement to / from Reserves	(386)	0	(386)	0
<b>TOTAL EXPENDITURE</b>	<b>215,233</b>	<b>133,508</b>	<b>215,130</b>	<b>103</b>
Grant, Trading and Reimb Income	(32,176)	(18,745)	(32,703)	527
<b>TOTAL INCOME</b>	<b>(32,176)</b>	<b>(18,745)</b>	<b>(32,703)</b>	<b>527</b>
<b>NET INCOME/EXPENDITURE</b>	<b>183,056</b>	<b>114,763</b>	<b>182,427</b>	<b>629</b>

**FINANCIAL IMPLICATIONS:**

As per the report.

**OTHER IMPLICATIONS AND RISKS:**

There are no other implications or risks.

**ORIGINATOR:** Head of Estates.

**REASON FOR SUBMISSION:** For Information.

**SUBMITTED TO:** Police Accountability Forum – 26<sup>th</sup> January 2022.

**SUBJECT:** Estates Update.

**SUMMARY:**

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

**RECOMMENDATION:**

For the Norfolk PCC to note the estates position and plan 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 and accommodation moves to commence our Modern Workplace initiative to facilitate hybrid working.

*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 a reduced table service. 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 PLAN – 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 RG Carter of Norwich have commenced building work on the Broadland Gate Business Park site from 23<sup>rd</sup> August 2021 and the works will continue for 52 weeks.

2.5 The steel frames for the main new police station office and stores have now been erected.

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. 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. The existing police station site is now being made ready for disposal.

#### **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 HORIZONS - 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. An offer 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. An offer 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. An offer is under consideration.

**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 4 classrooms has opened. Tutor offices, meeting space and scenario rooms were opened in December 2020. A further 8 classrooms, and driving school were 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 2022 will attend to the main hall back roof repairs, internal refurbishment to the barn, part car park resurfacing, providing custody training accommodation and refurbishment of the former junior school block into 4 classrooms.

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

Date range used for indicators is 01/12/2020 – 30/11/2021.

		COUNTY		
Area	Indicator	Last 12 months	Long term average	Difference
<b>Good Stewardship of Taxpayers' Money</b>	% Emergencies in target	88.7%	89.4%	-0.7p.pt
	% of 999s answered within 10 seconds	90.3%	90.4%	-0.1p.pt
	Average time to answer 101* calls (county Only)	04:13	N/A	N/A
	% of public who agree police are doing a good job (Crime Survey for England and Wales - CSEW)**	Data Unavailable		

\*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).

\*\*CSEW face to face surveying resumed in October 2021 however there will be a period of time needed to build the sample back to a size that can be reported against nationally and at police force area level. It is anticipated that after 12 months, a sufficient sample will be available. In the meantime, data from the interim telephone surveys has not produced data in a format that can be used by forces and so we remain unable to provide these measures. Once police force area data becomes available, we will assess its suitability and begin to report where possible.

NOT PROTECTIVELY MARKED

## **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 (December 2020 to November 2021), 90.8% of emergencies in urban areas were attended within the target time and 86.3% of rural emergencies were attended within the target time.
- The number of 999 calls has returned to pre-Covid levels following a reduction in the latter part of 2020. The proportion of emergency incidents that are attended within the target time is 0.7p.p below the long-term average (88.7% compared to 89.4%), 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 November 2021 has increased by 5.5% against the long-term average (45,372 against 43,018) and is set against an increase of 4.3% 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 periods 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 90.3% 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. Table 2/ Figure 1 on the next page, shows the number of 999 calls being answered in Norfolk in 2021/22 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	10133
Oct	7791	7761	8531	9074	10046	9144	10210
Nov	7730	6438	7700	8610	9603	7617	9106
Dec	7743	7634	8244	9091	10203	8483	
Jan	6844	6653	7642	8247	8987	6940	
Feb	6087	6766	6668	8301	9079	6724	
Mar	6793	7205	8017	9042	8362	8079	

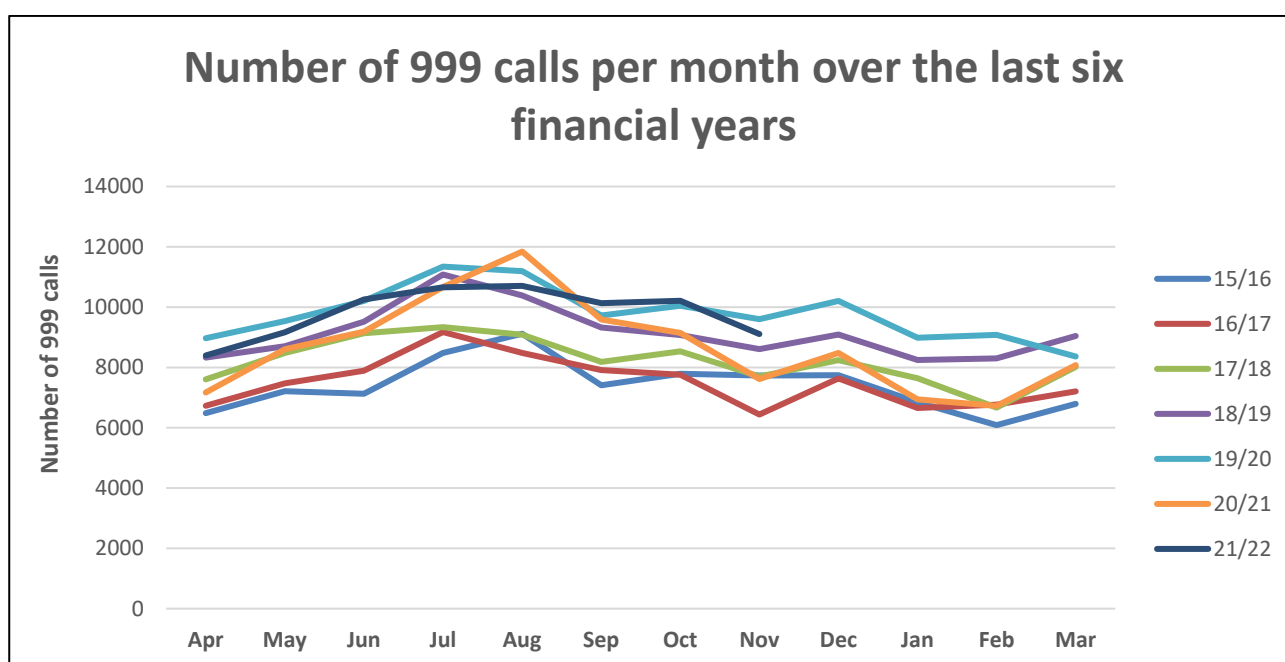


Figure 1: Number of 999 calls received in Norfolk by financial year 2015/16 – 2021/22

NOT PROTECTIVELY MARKED

## **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 were paused from March 2020 and were replaced with surveys undertaken by telephone. However, that methodology was inconsistent with pre-Covid surveys and did not produce data at police force level. As of October 2021, face to face surveying has resumed however there will be a period of time needed to build the sample back to a size that can be reported against nationally and at police force area level. It is anticipated that after 12 months, a sufficient sample will be available. Once police force area data becomes available, we will assess its suitability and begin to report where possible.

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 third 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 September 2021) are below, with a comparison against the previous 12-month period (12 months ending September 2020). These figures are based on 4200 surveys which were conducted over this period, 600 per district.

NOT PROTECTIVELY MARKED

- 89% of respondents think police are doing a good or excellent job- consistent with the previous reporting period.
- 83% 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.
- 98% of respondents felt safe in the local hours during daylight hours. This drops to 75% after dark- consistent with the previous reporting period.
- 67% of respondents felt police understood the issues affecting their community- consistent with the previous reporting period.



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

**ORIGINATOR:** T/DCC Megicks

**REASON FOR SUBMISSION:** For Noting

**SUBMITTED TO:** Police Accountability Meeting – January 2022

**SUBJECT:** Priority 2 – Support Rural Communities

**SUMMARY:**

This report provides a summary of the Constabulary’s approach to supporting rural communities. This includes an overview of;

- Operation Randall
- The use and development of police drones to support rural communities
- Engagement with rural communities
- The approach to managing rural crime
- Details of our current active operations

**RECOMMENDATIONS:**

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

## **1. Introduction**

1.1 This report provides a summary of the Constabulary's approach to supporting rural communities. This includes an overview of Operation Randall, the use and development of police drones, engagement with rural communities, the approach to managing rural crime and details of our current active operations.

## **2. Operation Randall**

2.1 The Constabulary has a Community Safety Operational Unit (CSOU) responsible for delivering against the Operation Randall portfolio which includes rural crime and community engagement.

2.2 PC Chris Shelley coordinates the work of a network of rural beat managers across the County to bring together good work, initiatives, and engagement strategies. An experienced officer with a rural background PC Shelly applies his expertise to afford close oversight of all rural matters, offering early intervention and a problem-solving approach to emerging crime trends, intelligence and operational/enforcement opportunities. PC Shelley works in close liaison with rural community members, organisations, and key stakeholders to ensure a measured and relevant response to the needs of the community. CSOU has built an extensive network of policing contacts both regionally and nationally to allow for coordinated efforts in the fight against rural crime.

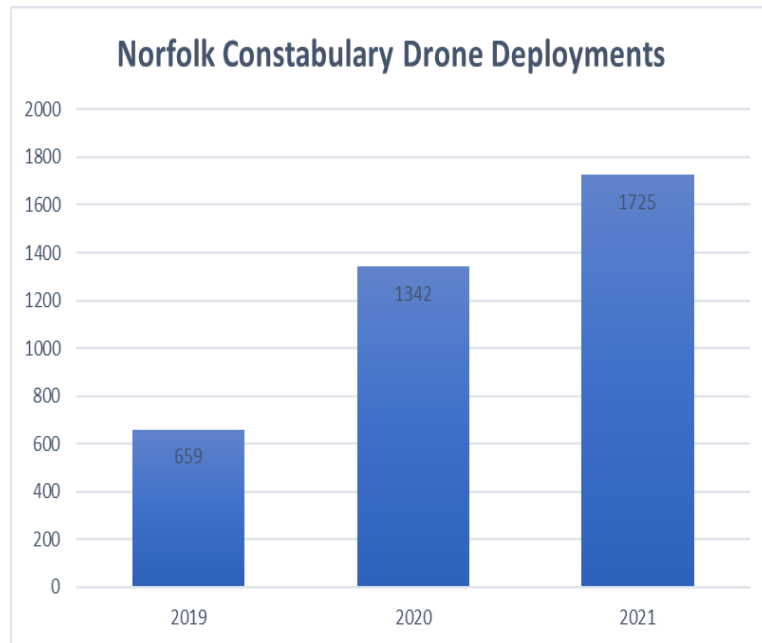
2.3 Operation Randall is also well supported by a network of Special Constables. They dedicate their time to rural policing to enhance visibility and the patrols already undertaken by regular officers. Members of the Special Constabulary are trained volunteers who assist with rural reassurance patrols, deployments, and drone taskings. Although this period has shown a 68.5% reduction in duty hours completed by the Special Constabulary on rural crime patrols this figure does not include the significant number of hours spent undertaking drone taskings and patrols which is a key response to rural crime. This is an anomaly in how the data is collected from internal police systems and the team are working on a solution at this time. This decrease may also be partially attributed to the recruitment of a proportion of the Special Constabulary into the regular police force. It is expected that this figure will increase again going forward as regular Constabulary recruitment slows down and Special Constabulary recruitment continues.

## **3. Use and Development of Police Drones**

3.1 The Community Safety Operational Unit staff are all trained as drone pilots. Drones are used to support rural policing operational activity both pro-actively (patrolling vulnerable areas) and reactively to incidents.

3.2 The unique geographical layout of the County suits the drone response perfectly, and allows work including, assessing and mapping wildlife disturbance, working to assist rural enforcement events, crime prevention activity and drone training undertaken in rural areas to increase visibility and deter criminality. On a rolling 12-month basis (November to November) the number of deployments (both pre-planned and spontaneous) have increased year on year as the technology opportunity is fully utilised. The chart below highlights the number of deployments across the last three years for reference.





3.3 The Constabulary has recently been successful in a bid to participate in a national drone project to research and develop 'Beyond Visual Line of Sight' (BVLOS) permissions within the UK. This will enable drone pilots to deploy devices remotely and over greater distances (up to 30km) providing significant reassurance to rural communities as part of policing operations. This will be a significant step change in the development and use of police drones nationally. The project will mean testing and developing emerging drone technology over the next 2-3 years working with the Civil Aviation Authority (CAA) in producing the safest and most effective unmanned platforms to provide air support along with cutting carbon emissions by reducing the number of times that the Constabulary needs to call upon a more conventional aircraft response.

#### 4. Engagement with Rural Communities

4.1 A monthly Operation Randall newsletter is produced covering updates, crime prevention, initiatives and results, and details of engagement events across the county. The number of subscribers to the Operation Randall newsletter has decreased from 2,613 in March 2021 to 1,141 in November 2021. This change is due to the switch to a new provider on the Connect system. It should be noted that the figure is a guide to readership as the newsletter is also disseminated onward by several partners through their own communication networks. These include:

- National Farmers Union
- Country Land and Business Association
- Diocese of Norwich
- Norfolk County Farmers

4.2 The team have worked hard to ensure the relevancy and reach of the newsletter responding to specific issues to provide updates and reassurance. Recent newsletters have featured news on a Raptor Persecution warrant, a court result in relation to the theft of 8,000 native British bluebells from Thursford earlier in the year and crime prevention advice in relation to an emerging series of theft of tools

from work vans. Any person can subscribe the Op Randall newsletter here [Police Connect Sign Up | Norfolk Constabulary](#) and selecting Rural Crime.

- 4.3 Twitter has proved to be an invaluable engagement tool across the period. The Operation Randall twitter account - @RuralCrimeNFK. This provides an instant online engagement tool to provide fast updates on rural matters often focussing on crime prevention and initiatives.
- 4.4 An Operation Randall WhatsApp account has been used to share information regarding events, incidents, and operations such as Operation Seabird. (a national project to tackle marine life/wildlife disturbance along the coastline). The WhatsApp group is used to communicate sensitive information with identified key networks across the rural community beyond the remit of the normal channels of engagement.
- 4.5 The Community Rural Advisory Group (CRAG) continues to bring together stakeholders from across the rural community on a quarterly basis to discuss emerging and ongoing rural issues with the aim to provide a partnership response. As the County responded to the pandemic the CRAG migrated to an online platform and increased the frequency of the meetings to a monthly basis. The group is an opportunity to discuss emerging community concerns. Organised and chaired by the Constabulary the group works on behalf of the community and the police are regularly joined by key stakeholders both from the rural community and professional associations. We continue to record significant attendance and support for the meetings.
- 4.6 The Chief Constable and PCC hosted an online Operation Randall briefing with a question and answer session which attracted over 50 attendees earlier this year.

## **5. Rural Crime update**

- 5.1 Rural crime reporting has remained relatively stable with no significant increases noted this period. In addition, the National Farmers Union (NFU) public facing annual report detailed that the overall cost of rural theft in Norfolk had fallen by 17% against the previous year. You can read a copy of the full report here [rural-crime-report-2021.pdf \(nfumutual.co.uk\)](#)
- 5.2 Members of the Community Safety Team routinely scan and analyse police reports to identify emerging themes and target preventative activity. This includes a review of all incidents 'tagged' for the team by the Contact and Control Room (CCR) as well as crimes of a rural nature. This has enabled us to share information with rural communities on suspicious persons and vehicles as well as identifying areas which have been subject of GPS and metal thefts. This ensures that the Constabulary rural Neighbourhood Teams are briefed and in the best position to respond to community concerns around rural crime.
- 5.3 Partnership working is well established with police carrying out a number of warrants with agencies including RSPB, National Wildlife Crime Unit and Natural England. Examples of this included dealing with a male who has been poisoning and shooting birds of prey; and another assisting the RSPCA and World Horse Welfare with a large number of animals in appalling conditions under the Animal

Welfare Act. The Constabulary has also participated in a warrant with partners targeting illegal dog breeding.

5.4 The Constabulary has good working relationships with local authority Animal Licensing Teams and take part in their regional training events to improve our professional knowledge around animal welfare and licensing considerations.

## **6. Current Operations**

6.1 Operation Galileo is the County's response to the significant impact of hare coursing on our rural community. Due to sustained and coordinated effort on a regional level Norfolk has achieved a 50% reduction in hare coursing in 2020/2021 when compared to the 2019/2020 season. This year currently performance remains on track for another large reduction in identified offending. The Constabulary is also engaged in a 7-force agreement which further strengthens working partnerships across borders giving the team other robust options in dealing with offenders utilising uniform Community Protection Warnings and Notices.

6.2 The team are supporting Operation Seabird; initially a summer month campaign to combat coastline disturbance to nesting birds. The project has moved to seal protection in the winter months, which due to public popularity has received significant footfall and media attention. The team continues to work closely with the RSPCA and Friends of Horsey Seals in tackling the issues working within the available legislation.

6.3 Operation Huff has been launched locally in Norfolk in response to the rise in in the number of thefts of high value agricultural GPS units. It has focussed on ensuring improved level of service to victims of this organised crime series, prioritising a consistent response, and ensuring forensic opportunities are not lost. We continue to work with national projects tackling the issue (Operation Walrus) on a wider scale. Recognising the substantial impact on victims both financially and in terms of equipment down time, it is particularly hard to police due to the often geographically isolated crime locations (equipment left in fields overnight). The operation continues to respond and proactively promote good crime prevention practices to make the equipment less attractive on the second-hand market.

END.

The following table outlines the performance metrics under ‘Support Rural Communities’ in the Police and Crime Commissioner’s Police and Crime Plan (2016-2020).

	COUNTY			
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Support Rural Communities	Number of subscribers to Operation Randall Newsletter	1141	2613*	-56.3%
	Number of hours spent on rural policing by Special Constabulary	307	976	-68.5%
	% of rural emergencies responded to within target time	86.3%	87.7%	-1.4 p.pt

The date range for the Last 12 Months was 01/12/2020 – 30/11/2021. The date range for the long-term average was 01/12/2017 – 30/11/2020.

\*This figure is the previous number of subscribers in March 2021 (the last occasion this priority was updated).

We are also able to provide rural emergency response figures by district as below:

<b>Support Rural Communities</b>				
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages (3yrs)</b>	<b>Difference</b>
<b>KINGS LYNN &amp; WEST NORFOLK</b>	% of rural emergencies responded to within target time	81.5%	83.6%	-2.1 p.pt
<b>BRECKLAND</b>	% of rural emergencies responded to within target time	86.8%	88.1%	-1.3 p.pt
<b>NORTH NORFOLK</b>	% of rural emergencies responded to within target time	87.2%	87.4%	-0.2 p.pt
<b>SOUTH NORFOLK</b>	% of rural emergencies responded to within target time	86.2%	87.7%	-1.5 p.pt
<b>BROADLAND</b>	% of rural emergencies responded to within target time	88.3%	87.1%	+1.2 p.pt
<b>GREAT YARMOUTH</b>	% of rural emergencies responded to within target time	91.8%	93.9%	-2.1 p.pt

The date range for the Last 12 Months was 01/12/2020 – 30/11/2021. The date range for the long-term average was 01/12/2017 – 30/11/2020.

\* Norwich does not qualify as a rural location for the purposes of rural emergency response.

- The proportion of rural emergencies responded to within target time has fallen slightly overall when compared to the long-term average. There was a decrease in the volume of 999 calls received over the last twelve months compared to the long-term average. Across the county in the current twelve-month period there have been almost 4000 fewer 999 calls compared to the long-term average.

- Most districts have experienced decreases in rural emergency response rate over the last twelve months, when compared to the long-term average. The only district which experienced an increase is Broadland (+1.2 p.pt). The opening of Broadland Northway has created a new demand for policing across Broadland where previously there was none, this includes responding to incidents and RTC's, many of which are classed as emergencies.

**FINANCIAL IMPLICATIONS:**

NIL

**OTHER IMPLICATIONS AND RISKS:**

NIL



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

**ORIGINATOR:** T/DCC Megicks

**REASON FOR SUBMISSION:** For Noting

**SUBMITTED TO:** Police Accountability Meeting December 2021

**SUBJECT:** Priority 3 – Improve Road Safety

**SUMMARY:**

The report sets out an update of work undertaken by police and partners to address road safety and includes:

1. Introduction
2. Update on the Police led work through the Road Safety Performance and Tasking Group (RSPTG)
3. Trajectory and Predictive Analysis of KSI
4. Update on Fatal 4 Approach, Days of Action & Annual Campaigns
5. Update on Existing Performance and the Impact of COVID
6. Innovation and Technology

**RECOMMENDATIONS:**

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

## **1. Introduction**

- 1.1 Norfolk Constabulary recognises the importance of the National Police Chiefs Council (NPCC) Roads Policing Strategy for 2018-2021 which sets out road casualty reduction as a key priority.
- 1.2 Locally road safety is also a key priority within the Police and Crime Commissioners Police and Crime Plan.
- 1.3 Norfolk Constabulary works with key agencies as part of the Norfolk Road Safety Partnership (NRSP), a group chaired by the County Council.
- 1.4 The Constabulary itself, leads on a joint Road Safety Performance and Tasking Group (RSPTG) which is a sub-group of the NRSP and includes partners such as Norfolk and Suffolk County Council (NCC & SCC) Highways and Public Health Departments, Office of the Police and Crime Commissioner Norfolk (OPCCN), Norfolk Fire and Rescue Service (NFRS), East of England Ambulance Service (EEAS) and Highways England (HE).

## **2. Update on the Police led work through the Road Safety Performance and Tasking Group (RSPTG)**

- 2.1 The RSPTG meets bi-monthly.
- 2.2 The RSPTG continues to proactively monitor and identify collision hotspots, investing time and money in both enforcement, education and engineering in order to reduce collisions at these locations. The RSPTG shares its knowledge and awareness of collision hotspots and any trends with local policing teams to ensure that neighbourhood officers can support the work around the dedicated roads policing response. For example, recently a collision hotspot involving cyclists was identified on the St Stephens roundabout in Norwich where both roads policing and neighbourhood teams engaged in high profile enforcement work to address the matter.
- 2.3 The Group is in the process of scoping new technology opportunities around expanding the information collected around road use including vehicle movements and understanding what types of vehicle use what types of road. This in turn will help agencies target the most appropriate road safety interventions when hotspots are identified. Alongside using technology to improve data gathering the group also are working on technology solutions to help address issues, for example virtual reality is being considered as an option to help educate the public.
- 2.4 The RSPTG oversees the multiagency link up around joint safety campaigns, for example the recent launch of the drink/drug drive campaign for the Christmas period 2021.



- 2.5 The Group also coordinates the partnership work for joint days of action or linked up initiatives, for example the recent re-introduction of the young driver group and the concept of ‘Blindspot’ awareness which is summarised later in this report.
- 2.6 The Safety Camera Partnership are also in attendance and update on their continued support to parish councils to reduce speeding within communities where it is identified as an issue.
- 2.7 There is currently a network of 23 fixed speed camera sites and 3 average speed systems in the county, supported by the deployment of mobile speed enforcement vans and Community Enforcement Officers (CEO’s) who operate predominantly within 30 and 40mph speed limits with locations selected based on public concern supplemented by speeding data.

**3. Trajectory and Predictive Analysis of Killed or Seriously Injured (KSI)**

3.1 The chart below shows the last 12 months of KSI data compared with the long-term average.

		COUNTY			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Improve Road Safety	*Number of KSI collisions	340	396	-14.1%	
	Number of KSI collisions involving vulnerable road users	172	204	-15.7%	

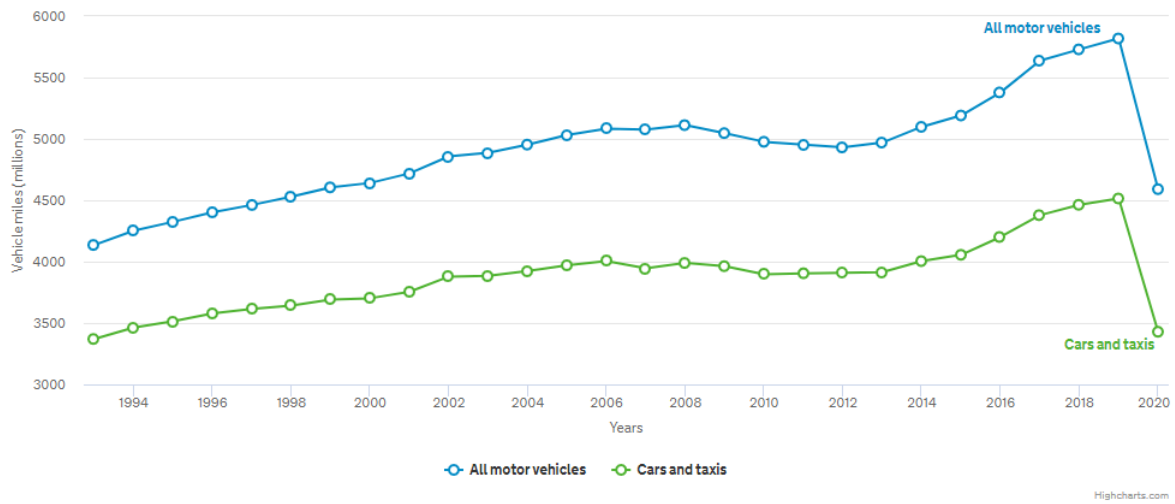
The date range for the Last 12 Months was 01/12/2020 – 30/11/2021. The date range for the long-term average was 01/12/2017 – 30/11/2020.

- 3.2 The current KSI trend is downward against the long-term average. There is a likelihood that the reduction is linked to the reduced use of the road network through the COVID period when travel restrictions were placed upon the public.
- 3.3 Predicting whether this downward trend will continue is dependent on several factors, for example changes in working practices with more people continuing to work from home may reduce traffic levels on the road network and in turn the KSI numbers.
- 3.4 The Department for Transport (DfT) data as highlighted below (Fig.1) shows the scale of the reduction in traffic levels for 2020 against the year in year growth until that point. The 2021 data is not yet available for comparison.

**Fig.1**

**Annual traffic by vehicle type in Norfolk**

Traffic in Great Britain from 1993 to 2020 by vehicle type in vehicle miles (millions)



3.5 The Constabulary has access to the data collected on daily average traffic volume by Norfolk County Council (NCC) for October 2021 covering both the Inner and Outer Ring Roads of Norwich. Using October 2019 as a pre-pandemic base line and showing subsequent October months as a percentage of the 2019 figures allows some comparisons to be drawn. The data indicates that traffic volume has not returned to its pre-pandemic levels at this point.

Norwich, Inner Ring Road	October 2019	October 2020	October 2021
Vehicles	4440	79%	92%
Cyclists	242	87%	80%
Pedestrians	2609	81%	84%
Norwich, Outer Ring Road	October 2019	October 2020	October 2021
Vehicles	8245	89%	70%
Cyclists	195	85%	83%
Pedestrians	466	105%	65%

3.6 The below table highlights the fall in KSI's, using data over a rolling 12 month period from 1<sup>st</sup> November to 31<sup>st</sup> October 2021. With traffic levels increasing as life in Norfolk returns to the new normal, we anticipate a rise in KSI collisions in 2022 following this year's decline in numbers against the 5-year average.

Table 1: KSI Collisions and Fatality % by Rolling Year (1<sup>st</sup> Nov – 31<sup>st</sup> Oct)

Year	Serious	Fatal	Total KSI	Fatal as % of Total KSI
2016/17	339	30	369	8%
2017/18	394	27	421	7%
2018/19	396	31	427	7%
2019/20	345	36	381	9%
2020/21	327	22	349	6%

3.7 One area of concern is the risk to vulnerable road users, defined as pedestrians, cyclists, and power two wheelers, such as motorbikes and mopeds. For the 12-month period 01/12/2020 – 30/11/2021, 51% of KSIs involved vulnerable road users. Furthermore, a disproportionately high number of motorcycles are involved in KSI collisions. For the 12-month period 01/12/2020 – 30/11/2021, 20% of KSIs recorded in Norfolk involved a motorcycle. This is in line with the national figure for 2019 in which motorcyclists accounted for 19% of road deaths.

#### **4. Update on Fatal 4 Approach, Days of Action & Annual Campaigns**

4.1 The main contributing factors relating to those killed or seriously injured on the roads are more commonly known as the Fatal 4 and these are:

- excess speed
- not wearing a seatbelt
- using a mobile phone
- driving under the influence of drink or drugs.

4.2 Norfolk Constabulary targets these offences as a priority in its efforts to reduce the number of KSI's on Norfolk's roads.

4.3 The National Police Chiefs Council (NPCC) as part of its Road Policing Strategy sets out a yearly campaign calendar. Norfolk Constabulary supports these campaigns by targeting specific Fatal 4 offences, for example the drink/drug drive campaign throughout December. Norfolk Constabulary has played an active part in the NPCC led campaigns throughout 2021.

4.4 Fatal 4 offences are generally dealt with through the issuing of Traffic Offence Reports (TOR) more commonly referred to as TOR's.

The table below shows the number of TOR's issued during campaign activity in 2021.

Campaign	Date	TORs Issued
Mobile Phone	1st to 21st Feb	27
Seat Belt	31 <sup>st</sup> May to 6 <sup>th</sup> June	82
Speeding	26 <sup>th</sup> July to 8 <sup>th</sup> August	304

- 4.5 In addition to supporting the national campaigns bi-monthly action days are held with key partner agencies in Norfolk such as DVSA, HMRC, UKBA, Road Safety Camera Partnership and the Gangmasters and Labour Abuse Authority.
- 4.6 Road Policing action days have been held across the County with a number of vehicles being stopped and checked with a total of 95 TORs being issues, 2 arrests and 3 vehicles seized.
- 4.7 Once a year Norfolk Constabulary hosts a regional multi-agency deployment called “Operation Alliance” where roads policing officers from across the region, along with ANPR intercept teams and partners such as HMRC, South Norfolk Council, Driver and Vehicles Standards Agency (DVSA), and Trading Standards. This event was held in May 2021 with 117 vehicles escorted to the check site, 100 TORs issued, 5 arrests made and 5 vehicles seized.
- 4.8 As well as working with partners the Constabulary Roads Policing teams will lead on police only initiatives such as Operation “Dark Nights” which is an initiative focusing on construction and use offences with a particular emphasis on ensuring vehicles are suitably prepared for use in the winter months.

## **5. Update on Existing Performance and the Impact of COVID**

- 5.1 So far this year in Norfolk the Safety camera team has detected 33,087 offences from both fixed and mobile speed cameras, for the same period in 2020 and 2019 the figures were 36,334 and 37,198 respectively.
- 5.2 During lock downs there was a linked marked reduction in the numbers of speeding violations. Concerningly though, the data showed that some of the worst offences of speeding were recorded at well over 100mph. It is suspected that these exceptional incidents were likely due to a less congested road network. In addition, the data also showed that with less traffic on the road average speeds were higher.
- 5.3 The table below shows the number of speeding offences recorded from fixed, average and mobile enforcement during the period, 1 April 2020 to 31 March 2021 (the previous year’s data provides comparison). Despite the events of the last 12 months the county has seen an increase in offences reported overall, & most notably the introduction of an additional ‘average speed system’ has significantly increased detection rates.

Offences Reported	FY 2019/20	FY 2020/21	2021
Fixed Camera Sites	25,686	21,307	13,265
Average Speed Cameras	1,727	4,590	4,006
Mobile Vans	12,344	14,000	10,445
Community Enforcement Officers	9,783	10,899	13,609
Total Offences	49,540	50,796	41,325

In terms of positive outcomes arising from enforcement activity there have been real challenges presented by the pandemic, as demonstrated by the chart below. For example, the speed awareness courses were initially suspended before being moved online. Despite a significant effort to ensure a comparable number of courses were available, regrettably an unavoidable backlog was created, with 5,589 offences unable to be processed, during 2021 online and face to face courses have been increased, this has created greater accessibility and managed backlogs.

Disposal	FY 2019/20	FY 2020/21	2021
Courses Attended & Completed	24,580	25,433	17,042
Fixed Penalty Paid	14,638	13,869	8,935
Prosecuted	4,346	4,806	2,228
Cancelled	5,976	6,687	2,294
Courses yet to be completed	0	1	10,826

5.4 Court prosecutions for speeding have also been delayed due to logistical challenges brought about by the pandemic. This is still being addressed within the court system.

5.5 Despite the lockdown measures in place at the start of 2021 volunteers from the Constabulary Community Speed Watch (CSW) teams have been back out on the roads of Norfolk assisting as a visible speeding deterrent. The below table highlights the last 6 years' worth of their efforts. The teams conduct speed checks and issue warning letters to those motorists who exceed the speed limit in the area in which the check takes place.

## Norfolk CSW

Active Teams	2016	2017	2018	2019	2020	2021
	51	73	91	91	88	79
Letters Sent	2016	2017	2018	2019	2020	2021
	6506	10026	16953	18906	8340	16962

5.6 With 2021 starting in lockdown, the CSW teams were only able to resume monitoring at the end of March. As a volunteer function, some teams will decide to stop as others start up. So far in 2021, 14 teams have decided to stop, 13 new teams have started up and another 12 teams are going through the training to commence their deployments in 2022.

## 6. Innovation and Technology

6.1 Virtual Reality has been used in previous road safety projects such as Operation Impact in Norfolk. The concept is currently being explored for its use in other educational road safety products.

6.2 The Constabulary has also started along with partners delivering a new initiative known as “blind spot” awareness. This involves teaching 15–19-year-olds about the dangers of moving around larger vehicles on the road as a pedestrian, cyclist, or motorcyclist.

6.3 The Partnership funded Road Casualty Reduction Team (RCRT) of 4 motorcyclists continue to patrol the counties road network educating and enforcing road safety. Education and initiatives play a big part in saving lives on the roads and the team have held 11 Safe Rider events for motorcyclists during 2021 with 94 people taking part.

6.4 The RCRT have also held 6 “Close Pass” events across the county with 60 vehicles being stopped and 7 persons reported for a variety of offences. These events involve gathering evidence against drivers who pass cyclists without providing the appropriate safe space. Offending drivers are then escorted to a stop site and dealt with appropriately through educating and enforcement.

## 7. Conclusion

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

END.



**NORFOLK**

**CON ST A B U L A R Y**

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PROFESSIONAL STANDARDS DEPARTMENT

COMPLAINTS OVERVIEW

1 April to 30 September 2021

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## **Introduction**

This report presents figures on complaints relating to Norfolk Constabulary, received during the period, 1 April to 30 September 2021 (Quarter 1 to Quarter 2 of 2021/22). These complaints are made by members of the public in relation to the conduct of those serving in the Force and recorded under Schedule 3 of the Police Reform Act (PRA) 2002.

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

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

This report will make mention of several terms. They are explained below:

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

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

**Complaint:** - Any expression of dissatisfaction with police expressed by or on behalf of a member of the public. Nationally complaints are grouped under specific categories and sub-categories as directed by the Independent Office for Police Conduct (IOPC - see pages 39-40 for the full list of categories).

**Allegation:** - Complaints are made up of allegations. Alleged behaviour from officers or staff which has resulted in dissatisfaction and a complaint can contain any number of allegations.

A full explanation can be found in the IOPC Statutory Guidance at the following link:  
[Statutory guidance | Independent Office for Police Conduct](#)

## **Executive Summary**

- A total of 226 complaints were received in the reporting period, 1 April to 30 September 2021. Of these complaints, 166 were recorded under Schedule 3 and 60 were logged outside of Schedule 3 of the PRA 2002.

In the same period in 2020/21, 300 complaints were received and of these, 187 were recorded under Schedule 3 and 113 were logged outside of Schedule 3.

This is a decrease in complaints of 25% compared to the same period last year.

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

## OFFICIAL

The largest area of complaint has been recorded under the category of Delivery of duties and service. Of the 643 allegations recorded in the reporting period, 268 have been recorded under this category, which is 41.7% of the total.

The types of complaint recorded under Delivery of duties and service relate to the service received, the action of officers following contact received, operational and organisational decisions, information provided and the general level of service.

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

- A1 Police action following contact (165 allegations – 25.7%)
- A3 Information (54 allegations – 8.4%)
- H1 Impolite language/tone (45 allegations – 7%)
- H5 Overbearing or harassing behaviours (44 allegations – 6.8%)
- B4 Use of force (37 allegations – 5.8%)

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

- Chapter 6 of the IOPC Statutory Guidance states that complaints should be logged and complainants contacted 'as soon as possible'. Of the 226 complaints received under new Regulations, 84.5% were logged within 2 working days and 45.3% of complainants were contacted within 10 working days. Figures for complaints received in October and November 2021, show that 72.2% of complainants have been contacted within 10 working days which would suggest measures implemented to improve timeliness are having a positive impact.
- Complaints recorded under Schedule 3 are handled reasonably and proportionately by way of investigation, otherwise than by investigation (responding to concerns raised and seeking to resolve them) or by taking no further action. A total of 171 complaints have been finalised in the reporting period and of those, 9.9% were investigated, 50.9% were handled otherwise than by investigation and 28.7% resulted in no further action as they were assessed that the complaint had already been addressed or that there was insufficient information to progress. The remaining 10.5% of complaints were either withdrawn or discontinued under Regulation 41 (complainant decided not to proceed with the complaint).
- The outcome for complaints handled outside of Schedule 3 will be either resolved or not resolved. Of the 71 complaints finalised in the reporting period, 65 were resolved which is 91.5% of cases. The 6 cases not resolved is 8.5% of complaints finalised. If the complaint handler is unable to resolve the matter the complainant can request their complaint is recorded under Schedule 3.
- All allegations which are linked to a police officer or member of police staff will be finalised with an action as a result. Actions can include offering an apology/acknowledgement that something went wrong, individual and organisational learning and review of policy/procedures. Details are provided in this report of the actions taken where it was determined that the service provided was acceptable, where the service provided was not acceptable under Schedule 3 and also where complaints were resolved outside of Schedule 3.

## OFFICIAL

- A member of the public is considered a complainant if they are directly or adversely affected by the conduct, witnessed the conduct or are acting on behalf of someone who meets the criteria of a complainant. As such, more than one complainant can be recorded on a complaint case. A total of 236 complainants have made the 226 complaints recording in the reporting period. The complainant's ethnicity is recorded where it has been provided and 70% have provided their ethnicity which is a decrease from 75% in the same period last year.

Of the 236 complainants recorded, their ethnicity and gender is as follows:

- 7.6% are BAME male
  - 0.4% are BAME female
  - 32.6% are white male
  - 28.8% are white female
  - 0.4% are white unknown
  - 14.8% are unknown male
  - 15.3% are unknown female
- Discrimination complaints account for 3.6% of all allegations recorded. Of the 23 allegations of discrimination recorded, 43% have been made under the protected characteristic of race, where the complainants feel the service received was not acceptable, or they were treated less-favourably, due to their ethnicity or ethnic appearance.
  - A total of 298 police officers, Special Constables and members of police staff are named on all complaints recorded. Of the 288 named police officers and Special Constables, 2.1% are BAME, 95.8% are White and 2.1% are unknown.
  - The learning identified from complaints, internal investigations and other matters referred to PSD are summarised and grouped within themes later in this report.

### **IOPC data capture**

The IOPC recently published their Annual Report of Police Complaints for 2020/21. These are experimental statistics<sup>1</sup> as this is the first year of reporting on the changes to the complaints system. Alongside the Annual Report, the IOPC have published the Q4 data for each Force which has allowed us the first opportunity to review how data is being captured for other Forces including our most similar Forces group and nationally. From this, the Constabulary has identified areas where there may be some discrepancies in our interpretation relating to recording complaint allegation sub-categories which are being addressed, such as establishing what constitutes an allegation being recorded as police contact as opposed to a general level of service provided. The data remains under continual review and this will be assisted with regular publications from the IOPC.

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<sup>1</sup> The Office for National Statistics describes these as 'a series of statistics that are in a testing phase and not yet fully developed'.

### **Access to the complaints process**

A significant amount of work has been ongoing to improve the accessibility of the complaints process.

#### **Leaflets and Posters**

Leaflets have been produced which provide members of the public with simple advice about how they can make a complaint against the police and the relevant processes that follow. The leaflets have been distributed to all custody suites and public enquiry offices across Norfolk and Suffolk.

The Constabulary has updated the information available on the Constabulary website to ensure the advice and guidance is reflective of the reforms to the complaint regulations, and of the guidance in the leaflets.

A poster has been produced providing a snapshot of methods that can be used by members of the public to make a complaint and directs them to the website link above which provides further information. This poster should be available for distribution now and will be circulated to various partners agencies and other venues which may support our aim of increasing access to the complaints process. This work is currently being undertaken.

### **Coronavirus**

Coronavirus and the lockdown measures have impacted policing significantly and in order to measure the number of complaints made about the use of police powers on the restrictions, police powers on infected persons and Coronavirus other (where the use of the powers are not the issue, but the coronavirus has still impacted the incident in some way), the IOPC created national factors to capture this information.

Several restrictions were lifted during the reporting period and the number of complaints recorded linked to Coronavirus has reduced.

A total of 9 complaint cases, have been recorded between 1 April and 30 September 2021 which contain allegations linked to Coronavirus. This compares to 36 complaint cases in the same 6-month period last year.

The 9 complaints were all recorded under Schedule 3 of the PRA 2002.

The complaints contain a total of 11 allegations:

- 7 allegations relate to the action taken by officers using police powers on restrictions
- 1 relates to an allegation officers were not wearing face masks
- 1 relates to a failure to deal with a reported breach of COVID restrictions
- 1 complainant states custody was not COVID safe
- 1 complainant believes officers breached COVID restrictions during their arrest as there were too many people in one space

Of the 7 allegations relating to police powers:

- 2 relate to the language/behaviour of the officer when dealing with the incident

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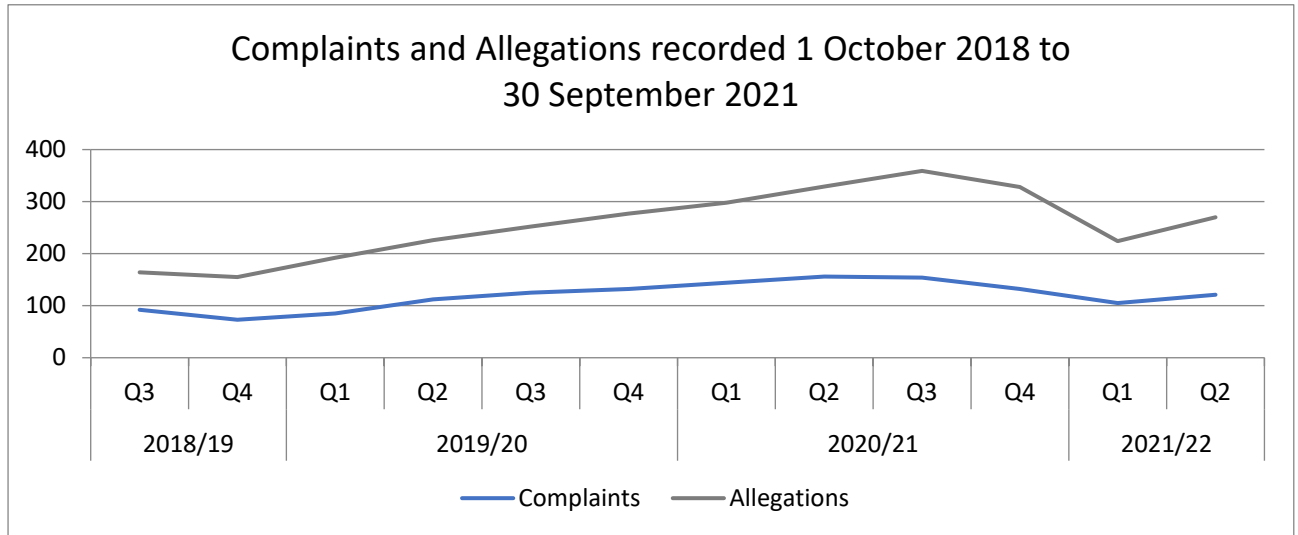
- 2 complainants allege officers discriminated against them due to their protected characteristics when dealing with breaches of COVID restrictions
- 1 complainant states the officer did not use the 4E's approach and was incorrectly issued a fine for breach of COVID restrictions
- 1 allegation states an officer lied in their statement relating to the issue of a Fixed Penalty Notice for a breach of COVID restrictions
- 1 complainant states officers removed them from a place where they had been self-isolating after having COVID symptoms

Of the 9 complaints recorded, 3 have been finalised to date. Of the 3 cases finalised, 2 have resulted in no further action being taken and the outcome of the remaining complaint was determined that the service provided was not acceptable. Officers attended the complainant's address in relation to COVID restrictions and it is alleged one officer made a racist comment. The complaint handler spoke to the complainant and obtained accounts from the officers. The officers dispute the alleged racial comment. The complaint handler is of the opinion the service provided by one officer could have been better in that their comments were argumentative and not constructive to the resolution of the matter being addressed. The complainant was provided with an apology and learning was identified for the officer.

**Complaint cases**

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

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



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

<u>Year</u>	<u>Quarter</u>	<u>Schedule 3 complaints recorded</u>	<u>Outside Schedule 3 complaints logged</u>	<u>Total complaints recorded</u>	<u>Allegations Recorded</u>
<b>2018/19</b>	Q3	92	N/A	92	164
	Q4	73	N/A	73	155
<b>2019/20</b>	Q1	85	N/A	85	192
	Q2	112	N/A	112	226
	Q3	125	N/A	125	252
	Q4	97	35	132	277
<b>2020/21</b>	Q1	98	46	144	298
	Q2	89	67	156	329
	Q3	97	57	154	359
	Q4	97	35	132	328
<b>2021/22</b>	Q1	73	32	105	224
	Q2	93	28	121	270

The introduction of new Regulations on 1 February 2020 (within Q4 2019/20) requires Forces to log complaints received which are suitable for handling outside of Schedule 3 and the table above details the complaints recorded under Schedule 3 and logged outside Schedule 3. The table shows the increases in the total complaint cases recorded.

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

### Schedule 3 and outside Schedule 3 complaints

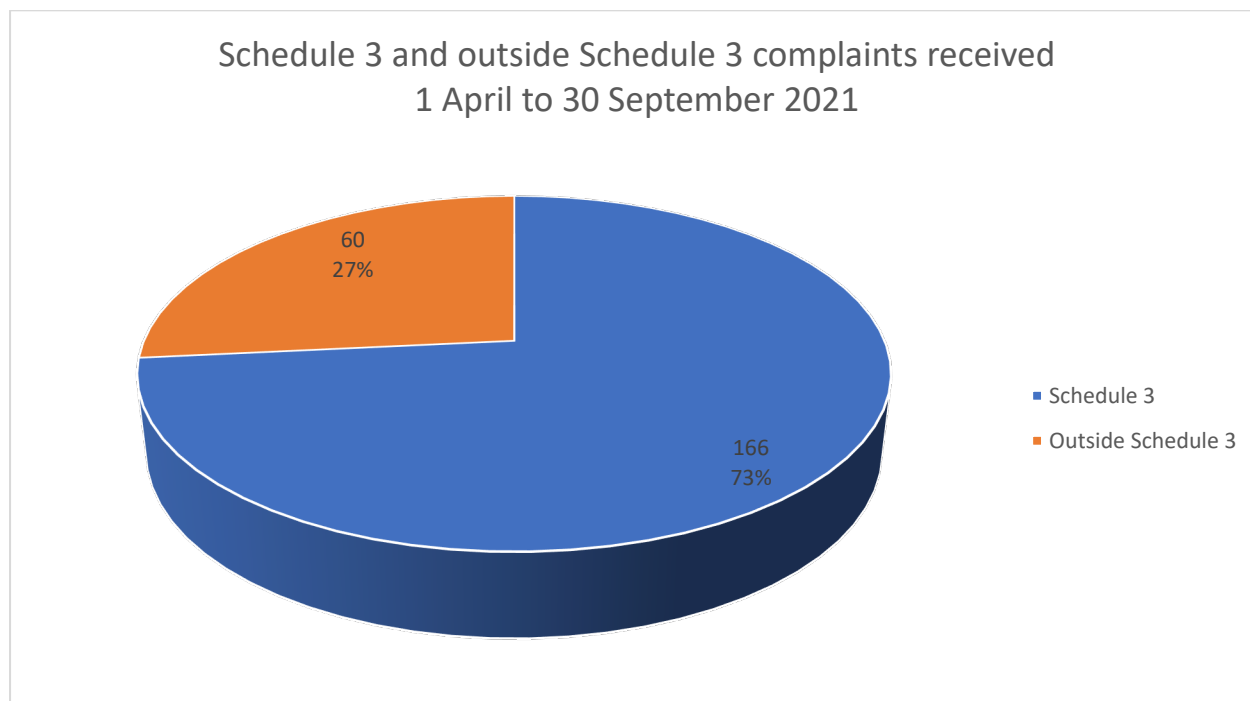
The IOPC Statutory Guidance states:

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

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

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

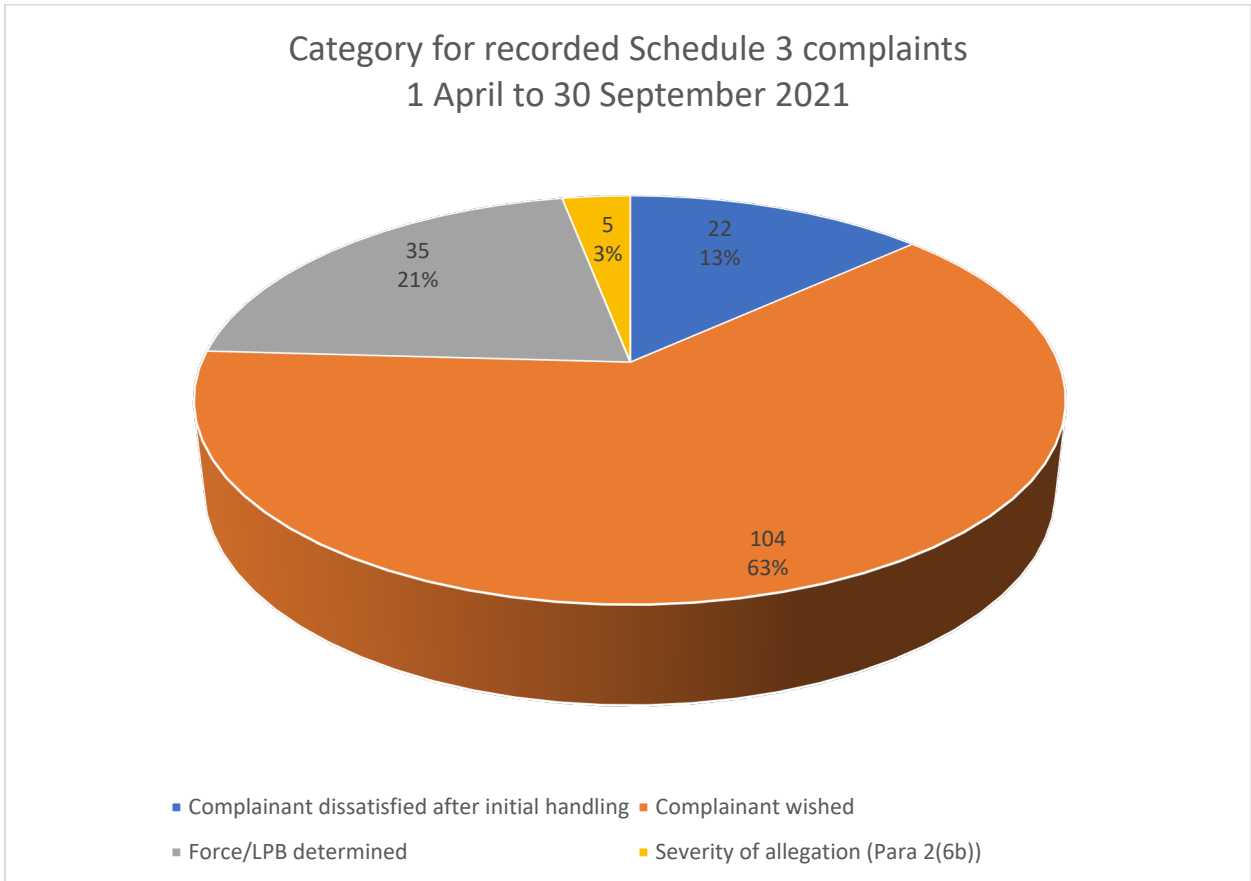
**(Chart 2):** The pie chart below shows the number and percentage of complaints received during the reporting period and the breakdown of those recorded as Schedule 3 of the Police Reform Act 2002 and those logged outside of Schedule 3:



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

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



The largest percentage of complaints have been recorded under Schedule 3 due to the wishes of the complainant.

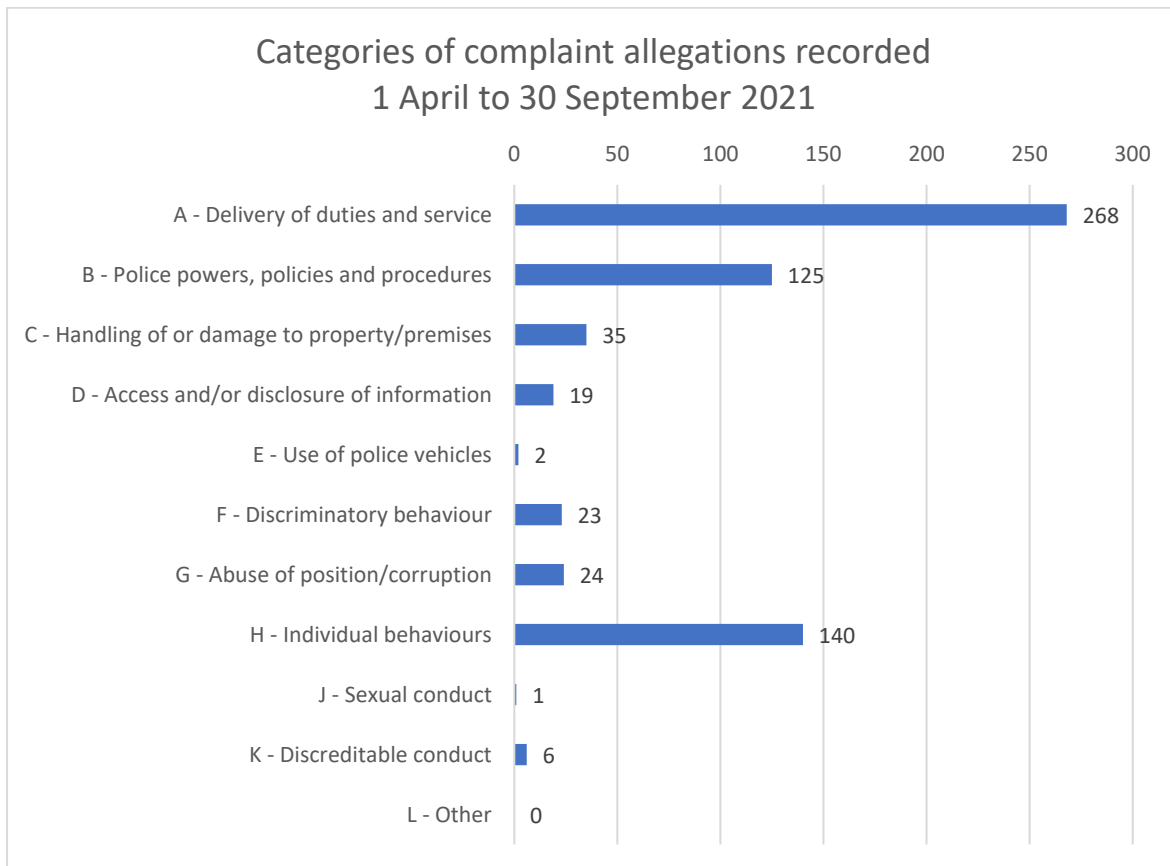


**Allegations recorded**

An allegation is made by the complainant about the service they have received. Multiple allegations can be recorded on complaint cases and new allegations can be added to complaints at any point during the complaint handling process, following discussion with the complainant to fully identify the allegations.

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

**(Chart 4):** The graph below shows the number of allegations under each category, recorded during the reporting period. Some of the allegations will be recorded on complaints logged and recorded prior to the reporting period:

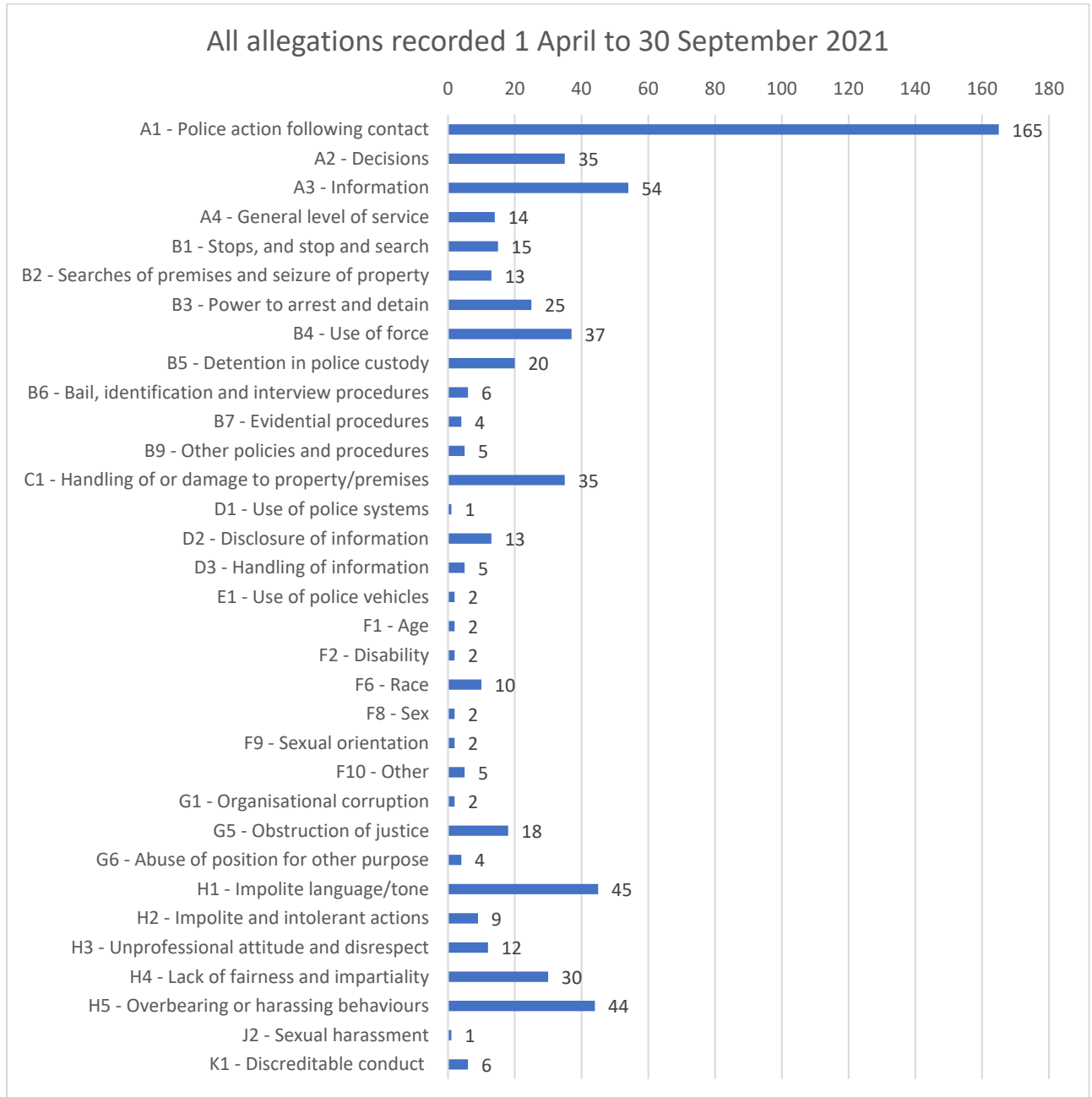


The largest area of complaint has been recorded under the category of Delivery of duties and service. Of the 643 allegations recorded in the reporting period, 268 have been recorded under this category, which is 41.7% of the total.

The types of complaint recorded under Delivery of duties and service relate to the service received by the complainant, in terms of the action of officers following contact (the police response to calls from the public), operational and organisational decisions (how the Force decides what action to take), information provided (how information is communicated) and the general level of service provided to the public.

When the IOPC devised the complaint categories they created new sub-categories to enable better understanding of the complaints made by the public.

**(Chart 5):** The graph below shows the sub-categories of the 643 allegations recorded in the reporting period:



The largest sub-category recorded is Police action following contact and it shows that 25.7% of allegations are recorded under this category. The types of complaint defined under this category can include:

- No or insufficient action in response to a reported incident. For example: the number of officers deployed to an incident or no officers attended, no action taken by the police, or a failure to investigate.
- The size, nature or quality of an investigation. This includes allegations that evidence was not sought or obtained, and witnesses were not spoken to.

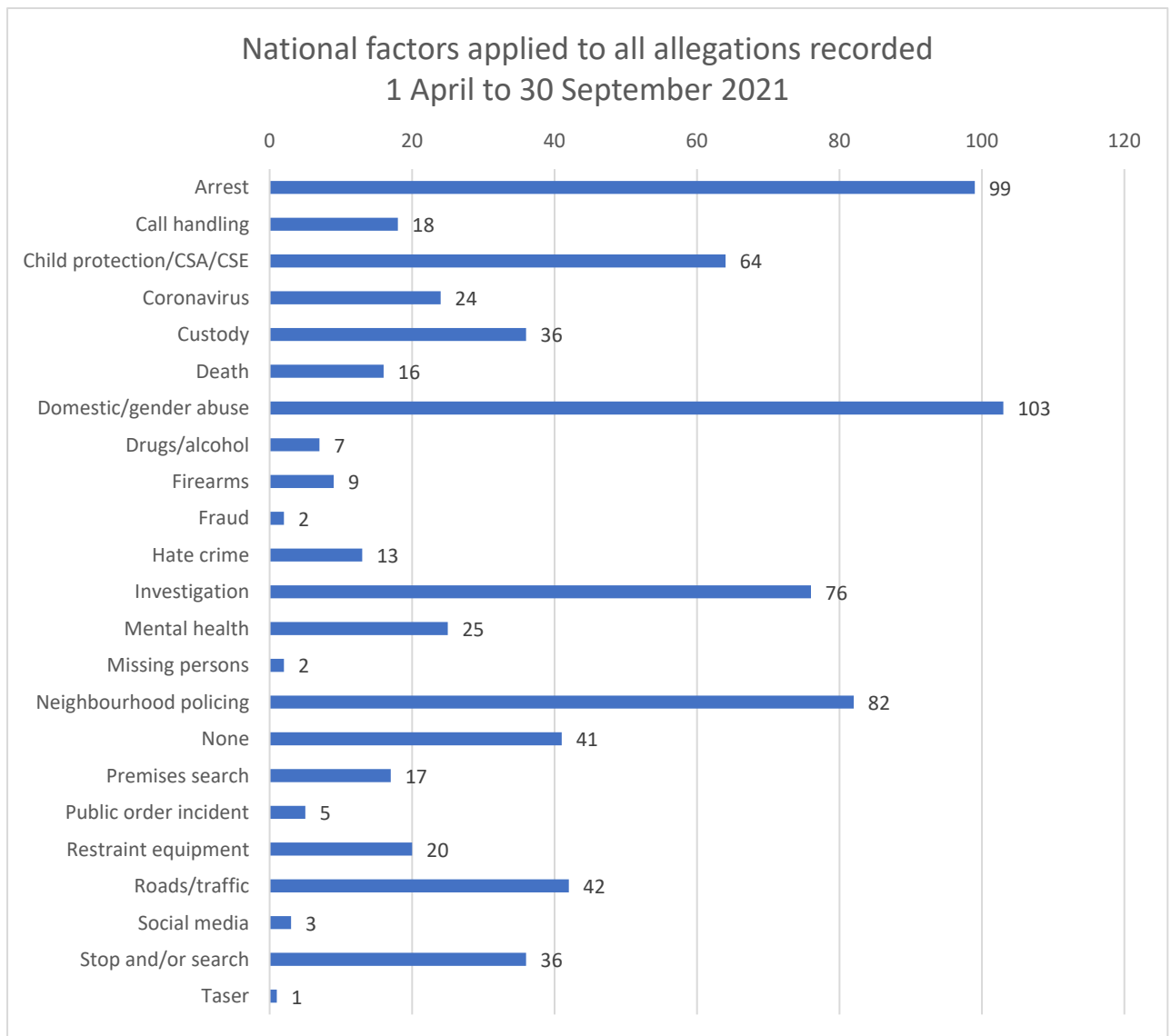
- No or insufficient response to a communication or other contact with police, such as no response to a letter sent to the chief officer.
- Timeliness of the response (including an investigation) to a reported incident, communication or other contact.

Following review of the IOPC annual statistics its been identified that there may be discrepancies in the interpretation relating to the recorded of complaint allegations sub-categories and this is being addressed.

**National and local factors**

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

**(Chart 6):** The chart below shows the national factors applied to the 643 allegations recorded in the reporting period:



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The most frequently used national factor is Domestic/gender abuse which has been applied to 103 allegations and has been recorded on 16% of the total 643 allegations.

Of the 103 allegations which have this national factor applied to it, 69% of the complaints have been made by victims and the remaining 31% by alleged suspects, in relation to their interaction with police.

Of all allegations where the national factor of Domestic/gender abuse is applied:

- 40% relate to the police response to the incident such as the actions taken when attending a call, in terms of decision making and behaviour.
- 39% relate to the investigation where complainants are dissatisfied with the investigation itself or elements of it such as the time taken to conduct the investigation, a failure to update and the outcome.
- 10% have been recorded with a local factor of Victims Code of Practice (VCOP). These allegations are from complainants who state their rights have not been met under the Victims Code. Data is now being fed back to the Joint Justice Services Command about the number of complaints recorded monthly relating to VCOP.

Other matters include complaints of unlawful or unnecessary arrest, use of force and property seized.

The second highest national factor is Arrest which is linked to 15.4% of the allegations recorded:

- 19% relate to allegations of unlawful or unnecessary arrest and of those, none finalised to date have been proven
- 17% relate to the use of force during arrest and state that it was excessive

Other matters include complaints about the behaviours of the officers (impolite language, lack of fairness and impartiality and overbearing or harassing behaviours), a failure around the investigation (record crime, secure and/or ask for evidence, failure to update), complaints about property seized and complaints about caution not being given when arrested.

**Timeliness for logging complaints and contacting complainants**

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

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

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

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

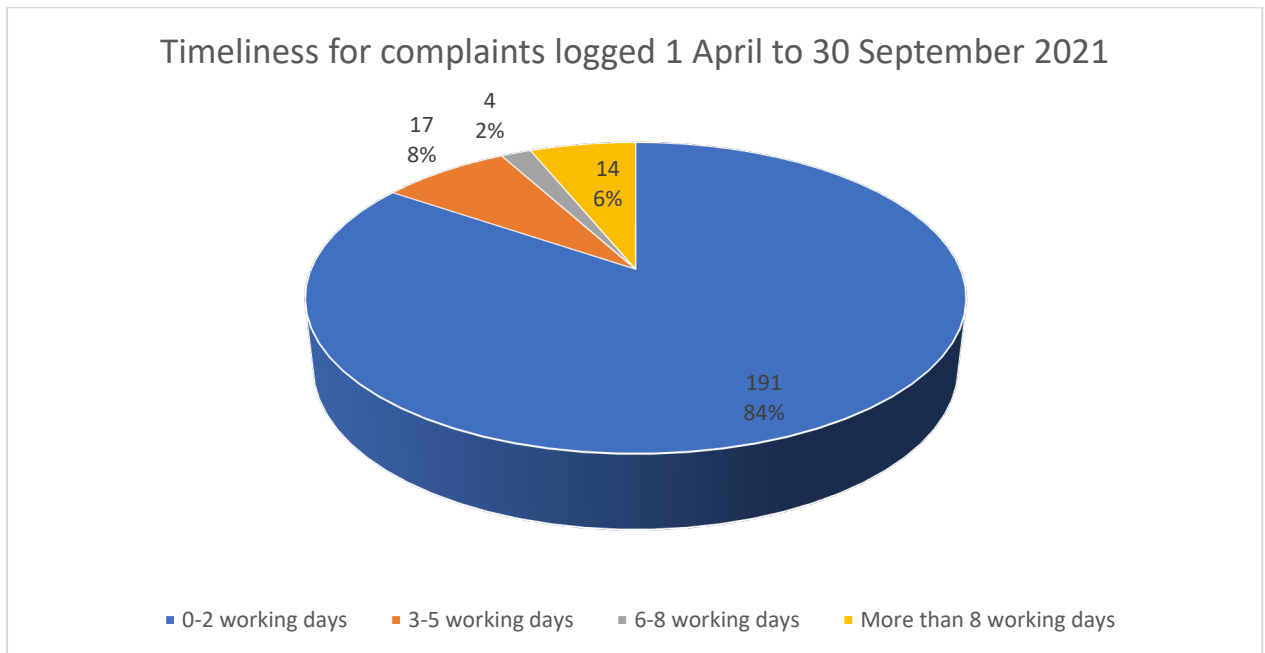
**(Table 2):** The table below shows the average number of working days to log and make initial contact, broken down quarterly:

<u>Year</u>	<u>Quarter</u>	<u>Average number of working days to log complaint</u>	<u>Average number of working days to contact complainant</u>
<b>2020/21</b>	Q1	1	5
	Q2	2	7
	Q3	2	9
	Q4	1	15
<b>2021/22</b>	Q1	3	14
	Q2	2	10

**(Table 3):** The table below details the percentage of cases against the number of working days over the reporting period, in comparison with the same period last year:

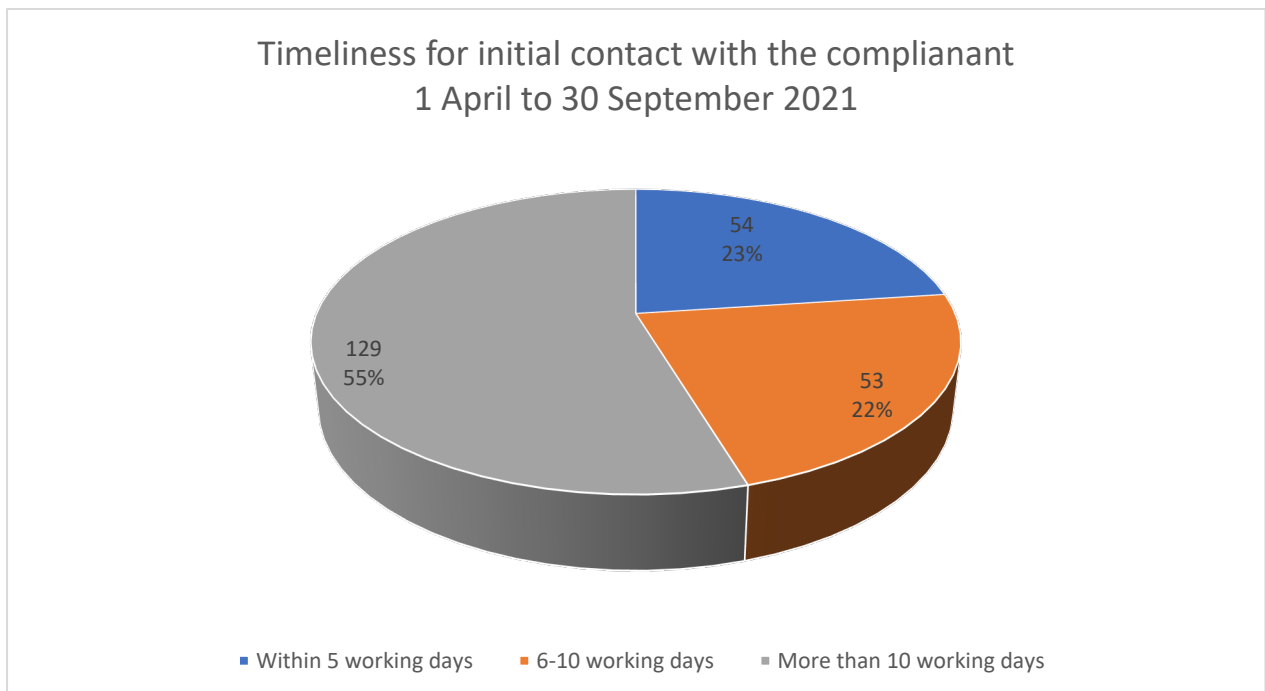
<u>Measure</u>	<u>1 April to 30 September 2020</u>	<u>1 April to 30 September 2021</u>
% of cases logged within 2 working days	87.2%	84.5%
% of cases logged within 3-5 working days	6.4%	7.5%
% of cases logged within 6-8 working days	3%	1.8%
% of cases logged in more than 8 working days	3.4%	6.2%
% of complainants contacted within 5 working days	54.1%	22.9%
% of complainants contacted within 6-10 working days	35.7%	22.5%
% of complainants contacted in more than 10 working days	10.2%	54.7%

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



Of the 226 complaints received, 84% were logged within 2 working days.

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



A total of 236 complainants made the complaints recorded within the reporting period. On average it took 12 working days to make initial contact with the complainant.

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

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

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

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

Over the reporting period the number of cases logged within 2 working days has remained consistently high at 84.5%.

The number of days to contact the complainant has gone from an average low of 5 days in Q1 2020/21 to an average high of 15 days in Q4 2020/21. The average time to make contact with the complainant over the 6-month reporting period was 12 working days.

The percentage of complainants contacted in excess of 10 working days has increased from 10.2% in the period April to September 2020 to 54.7% in the current reporting period. This is not an insignificant increase and has been due in part to the number of contacts received. In the reporting period a total of 1,252 contacts were made to the Joint Professional Standards Department and 1,206 were received within the previous 6 months, resulting in challenges managing the demand with current resources. To seek to make improvements, changes have been made to processes and 2 new roles have been created, Early Intervention Officers.

The Early Intervention Officers will be responsible for managing low level dissatisfaction, utilising the 'Listen, Say Sorry, Fix-it' principle. They will contact complainants at the earliest opportunity to seek to resolve their dissatisfaction outside Schedule 3 and if unable to do so, obtain information to inform the assessment process. This new process will serve to improve significantly the contact times, as well as the level of service provided to complainants.

**Complaint and allegation outcomes (Schedule 3)**

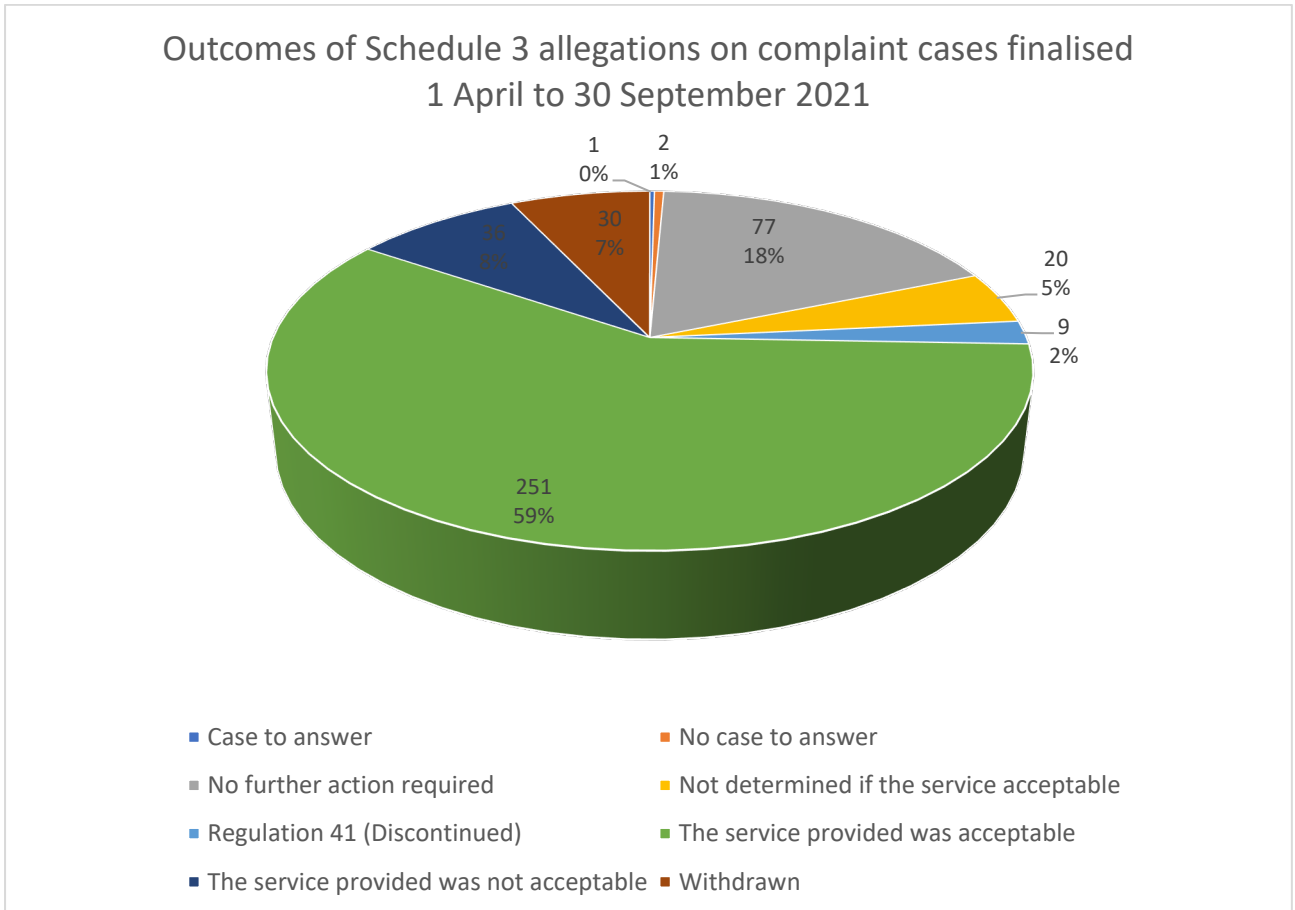
Under new Regulations, Schedule 3 complaints will either be investigated, resolved otherwise than by investigation (responding to concerns raised and seeking to resolve them) or determined that no further action will be taken.

In some cases, the complaint will be withdrawn by the complainant or discontinued under Regulation 41.

**(Table 4):** A total of 171 complaint cases were resulted under Schedule 3 in the reporting period and the table below shows the way in which the complaint cases have been handled:

<u>Year</u>	<u>Quarter</u>	<u>Investigation</u>	<u>Otherwise than by investigation</u>	<u>No Further Action</u>	<u>Regulation 41 (Discontinued)</u>	<u>Withdrawn</u>
2020/21	Q1	0	6	9	0	2
	Q2	3	34	28	3	2
	Q3	6	62	24	1	1
	Q4	4	29	19	2	7
2021/22	Q1	9	37	24	2	5
	Q2	8	50	25	3	8

**(Chart 9):** Every complaint contains at least one allegation. The chart below details the outcomes to the 426 complaint allegations finalised under Schedule 3 complaints for the reporting period:

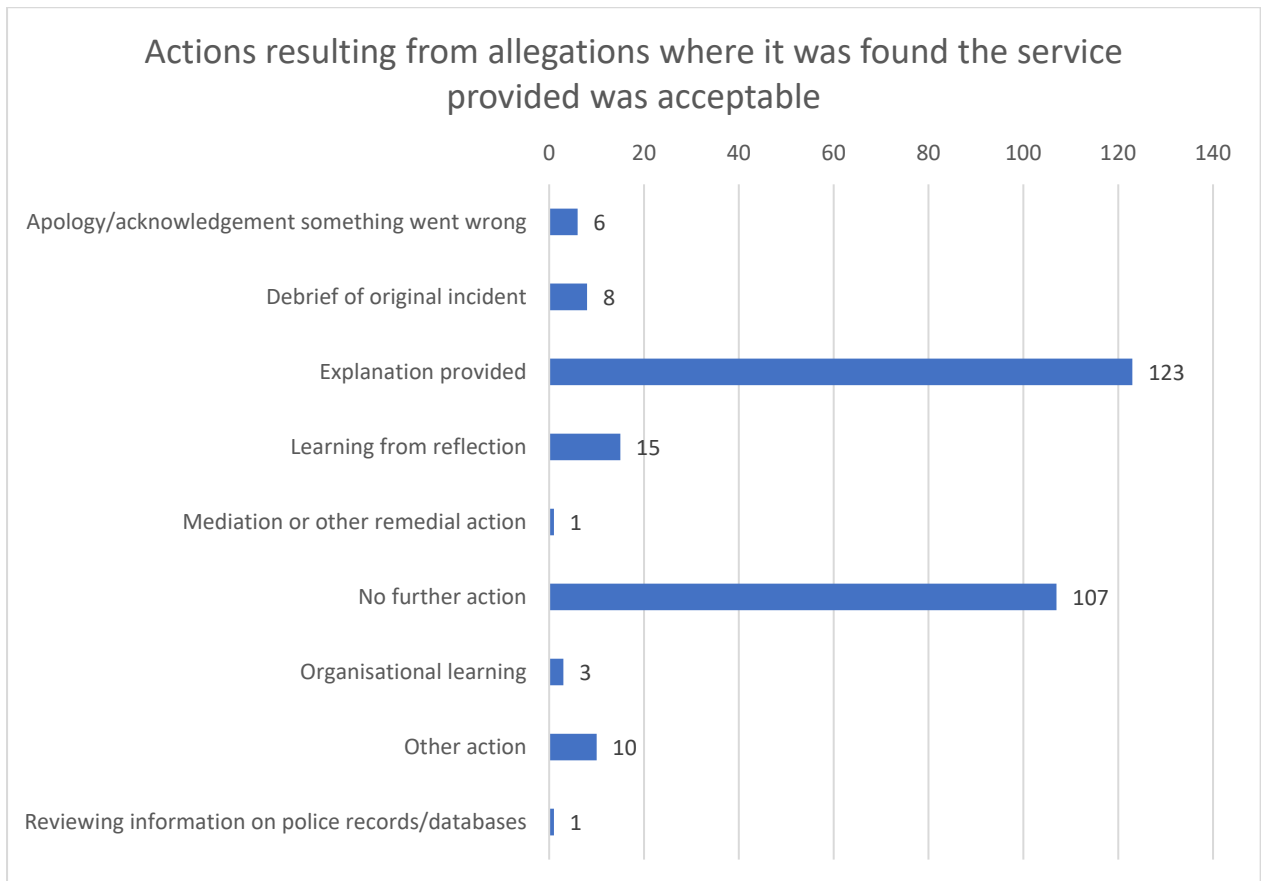




Allegations resulted under the new Regulations show an action recorded for each allegation, which shows how the matter has been resolved.

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

**(Chart 10):** The graph below shows the actions which have resulted from the 251 allegations where it was found that the service provided was acceptable:



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

**(Chart 11):** It was determined that the service provided was not acceptable for 36 allegations in the reporting period. In a further 20 allegations it could not be determined if the service provided was acceptable or not. In total these 56 allegations have resulted in the following actions:



The actions show that in a number of cases, an apology was given to the complainant and that learning for both the individual and the organisation has been identified.

All cases handled under Schedule 3 took on average 89 working days to finalise from the date the complaint was made to the date the complainant was informed of the result. This includes any time that the case was suspended due to being sub judice.

The length of time the case was with the complaint handler was on average 50 working days, not including the time the case was suspended.

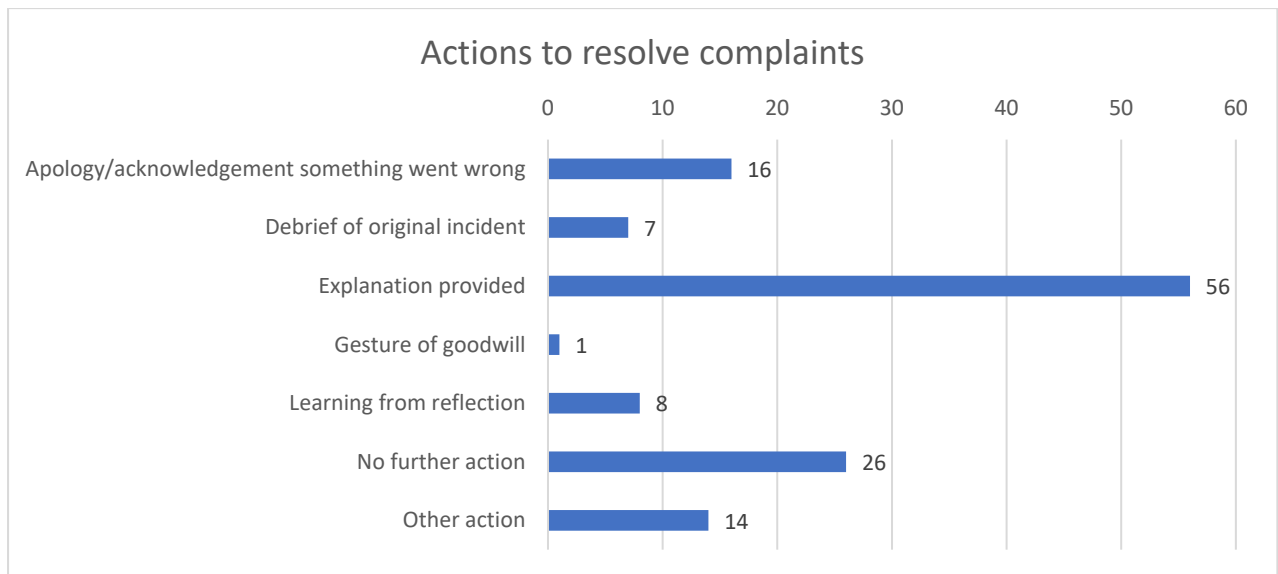
**Complaint and allegation outcomes (Outside Schedule 3)**

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

**(Table 5):** A total of 71 complaint cases were handled outside of Schedule 3 in the reporting period and the table below details the outcomes to those cases:

<u>Year</u>	<u>Quarter</u>	<u>Resolved</u>	<u>Not resolved – No further action</u>
<b>2020/21</b>	Q1	33	6
	Q2	55	3
	Q3	49	2
	Q4	46	6
<b>2021/22</b>	Q1	28	4
	Q2	37	2

**(Chart 12):** The graph below shows the actions resulting from the 116 allegations which were resolved:



As with complaints handled under Schedule 3, there are opportunities to learn and offer an apology where appropriate. In the majority of cases, an explanation was provided to the complainant.

For the complaints where the matter was not resolved to the complainant’s satisfaction, an explanation was provided, and no further action taken.

Where a complaint has been logged outside of Schedule 3, the complainant can request their complaint is recorded under Schedule 3 and in the reporting period, 12 cases were moved to Schedule 3. Data has only recently been collected for this area and therefore comparisons will be made in future reports.

Cases handled outside of Schedule 3 took on average 40 working days to finalise from the date the complaint was made to the date the complainant was informed of the result.

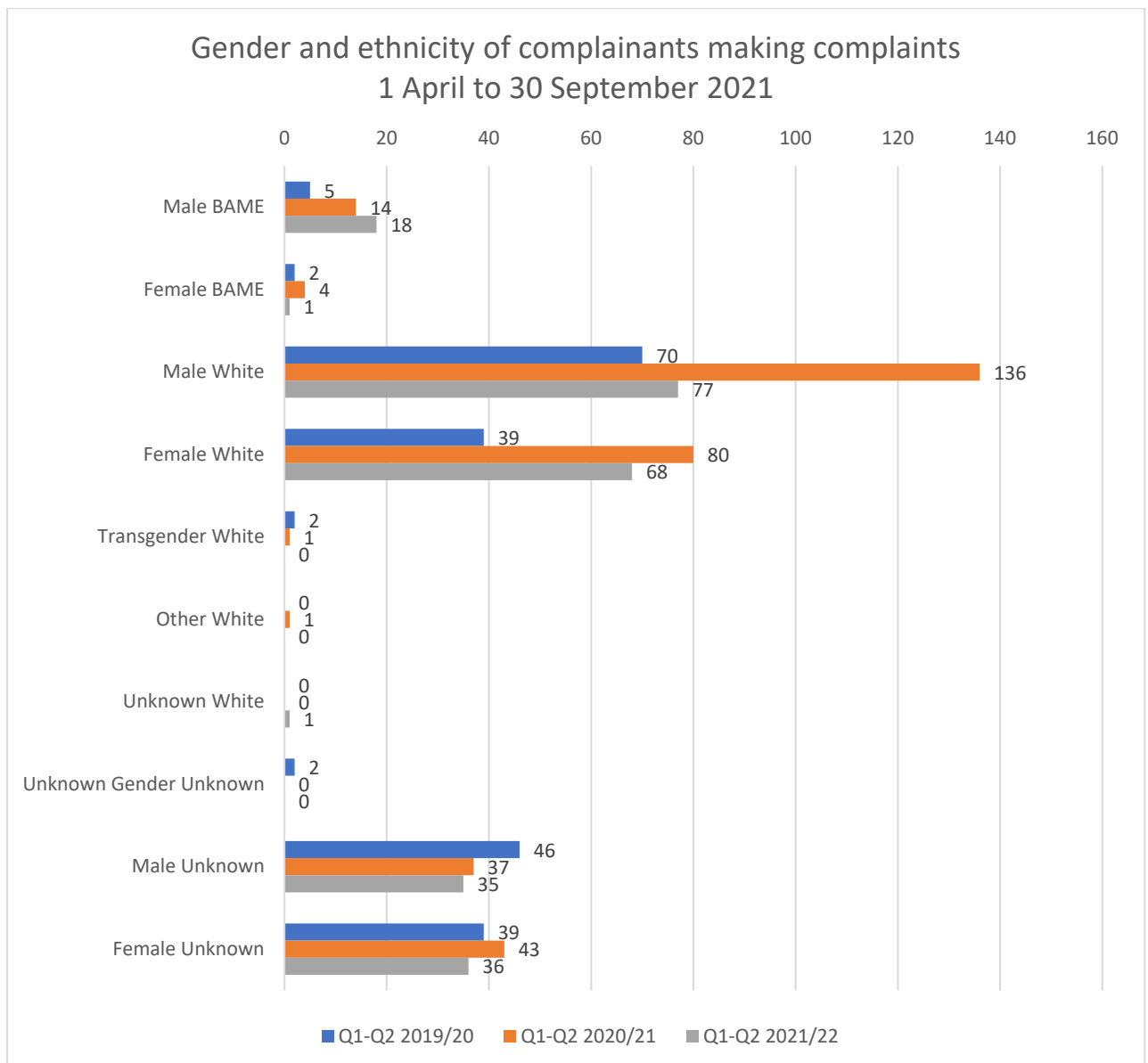
**Complainant demographic**

A member of the public is considered a complainant if they are directly or adversely affected by the conduct, witnessed the conduct or are acting on behalf of someone who meets the criteria of a complainant. As such, more than one complainant can be recorded on a complaint case.

In the reporting period, 1 April to 30 September 2021, 226 complaint cases were received. A total of 236 individual complainants are recorded as having made the complaints and where known, details of the complainant’s ethnicity and gender are recorded.

There is no requirement for complainants to provide their ethnicity when making a complaint and of the complaints recorded in the reporting period, the complainant’s ethnicity has been recorded on 70% of cases. This is a decrease from 75% of complainants providing their ethnicity the same period last year but an increase on 58% in Q1-Q2 2019/20.

**(Chart 13):** The graph below shows the ethnicity and gender of the those making complaints, in comparison with Q1-Q2 2020/21 and Q1-Q2 2019/20:

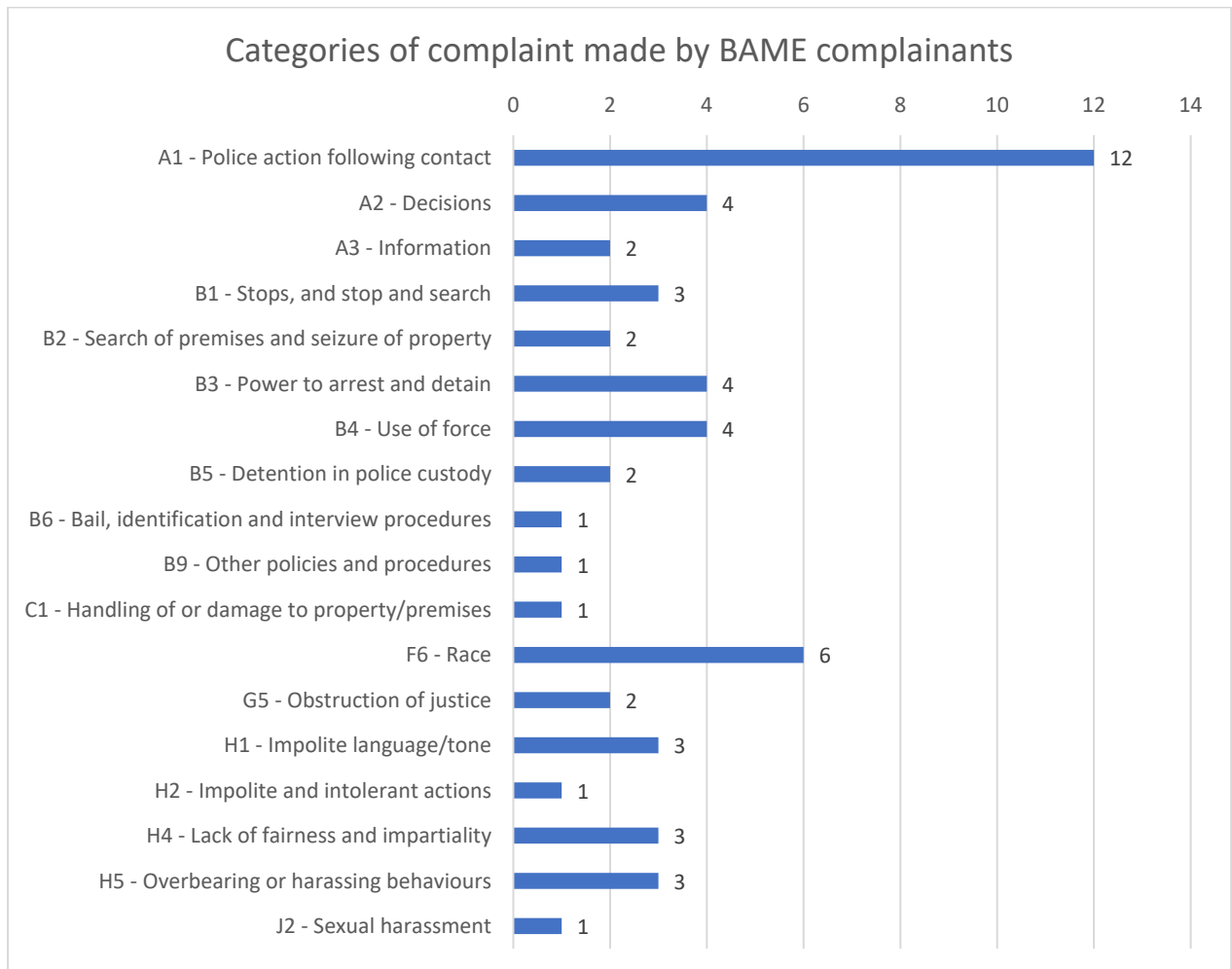


### Complaints made by Black, Asian and Minority Ethnic

Of the 236 complainants recorded on cases, 19 have advised they are Black, Asian and Minority Ethnic (BAME). This is 8% of all the complainants recorded.

This compares to 18 BAME complainants the same period in 2020/21 which was 5.7% of the 316 complainants recorded and in Q1-Q2 2019/20, 7 complainants were BAME which was 3.4% of the 205 complainants.

**(Chart 14):** The 19 complainants from BAME backgrounds have made 55 separate allegations in the reporting period and these are broken down into the following sub-categories:



Examples of the allegations recorded between 1 April and 30 September 2021 under the top 5 sub-categories are detailed as follows:

- **Police action following contact** – the complainant was involved in a road traffic collision and was dissatisfied that a statement from a key witness was not taken
- **Race** – the complainant feels the reason for their arrest was due to being black

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- **Decisions** – the complainant was dissatisfied with the decision by police not to progress their report about noise nuisance
- **Power to arrest and detain** – the complainant believes the matter for which they were further arrested was to justify the grounds given for officers entering their property
- **Use of force** – the complainant states excessive force was used by the officer during their arrest which caused injury to the complainant's shoulders and wrists.

Three allegations have been recorded under the category of Stops, and stop and search and these are detailed as follows:

- The complainant believes they were targeted and there were insufficient grounds for the stop search.
- The stop search paperwork contains wording which the complainant believes will result in further stops.
- The complainant was stopped by an officer due to the condition of their vehicle and the vehicle was subsequently seized without reason.

The IOPC guidance on capturing data about police complaints states that associated allegations should be recorded separately as well as the discriminatory behaviour. All complaints made about racial discrimination contain at least one further sub-category of complaint as associated allegations such as Use of force, Impolite language/tone, Overbearing or harassing behaviours, Detention in police custody, Lack of fairness and impartiality and these are recorded as separate allegations.

**Discrimination complaints**

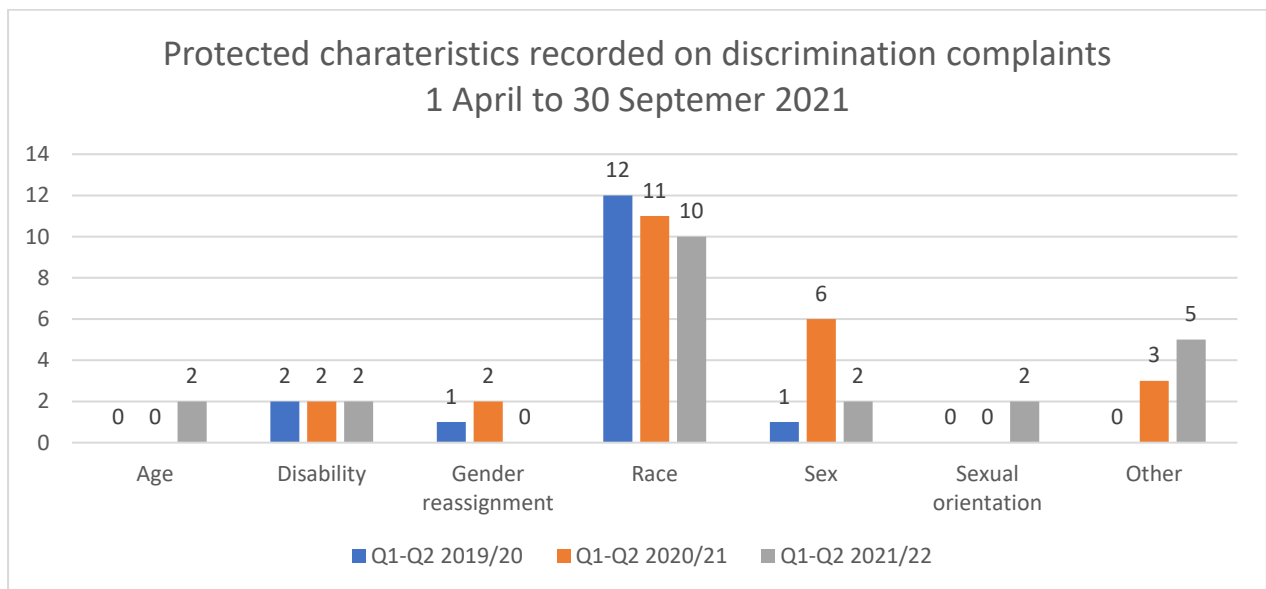
In the reporting period 1 April to 30 September 2021, a total of 643 allegations were recorded under new Regulations. Of this total, 23 allegations were recorded alleging discrimination which amounts to 3.6% of the total recorded.

To compare this to the same period in 2020/21, a total of 34 allegations of discrimination were recorded which is 5.5% of the 620 allegations recorded.

In Q1-Q2 2019/20, 16 allegations of discrimination were recorded which is 4.1% of the 391 allegations recorded.

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

**(Chart 15):** The chart below shows the protected characteristics of allegations recorded in the reporting period, compared to the same period in 2020/21 and 2019/20:



The current status of the 23 allegations recorded is as follows:

- 9 live investigations
- 2 currently suspended due to being sub judice
- 7 the service provided was acceptable
- 1 the service provided was not acceptable
- 2 no further action taken
- 1 IOPC review made
- 1 resolved

Of the 23 allegations recorded, 43%, have been made under the protected characteristics of race. Complainants feel the service they received was not acceptable, or they were treated less-favourably, due to their ethnicity or ethnic appearance.

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Of the 10 allegations recorded under the protected characteristic of Race:

- 4 relate to incidents where officers have been called and complainants are dissatisfied with the actions of the officers, stating there was a presumption of the circumstances due to the complainant's race.
- 2 relate to interaction with police following neighbour issues where the complainants feel they are treated less favourably than the other party.
- 2 relate to the complainant being arrested and they feel this was due to their race.
- 1 relates to officers attending regarding a breach of COVID restrictions and the comments and behaviour of the officer.
- 1 relates to a traffic stop where it is alleged the officer was uncivil to the complainant.

### **Allegations of discrimination recorded 1 April to 30 September 2021**

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

1. The complainant states the officer treated them less favourably than the other party and that this was based on their BAME origin – **RACE** (Schedule 3 complaint – the service provided was acceptable)
2. The complainant believes they were discriminated against when officers advised them to leave the property due to COVID restrictions breach – **SEXUAL ORIENTATION** (Schedule 3 complaint – the service provided was acceptable)
3. Following reports to police and no action being taken the complainant feels they are discriminated against because of their disability – **DISABILITY** (Schedule 3 complaint – no further action taken)
4. The complainant feels they have been discriminated against under the Human Rights Act and treated less favourably when police have dealt with their reports – **OTHER** (Schedule 3 complaint – the service provided was acceptable)
5. The complainant felt discriminated against during the investigation due to being gay – **SEXUAL ORIENTATION** (Outside Schedule 3 complaint – the matter was resolved)
6. The complainant believes their arrest was due to them being a black male – **RACE** (Schedule 3 complaint – the service provided was acceptable)
7. Following police attendance at a property the complainant states the officer made a racist comment – **RACE** (Schedule 3 complaint – the service provided was not acceptable. The racial comment was disputed by the officers and it was determined that comments made by the officer were argumentative and not constructive to the resolution of the matter being addressed)
8. The complainant believes the actions of the officers when dealing with their adult child was influenced by stereotyping and profiling – **OTHER** (Schedule 3 complaint – live investigation)
9. The complainant feels discriminated against following the way in which an investigation has been handled by police – no further details at this stage – **OTHER** (Schedule 3 complaint – currently suspended due to being sub judice)



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10. The complainant feels the level of force used whilst in custody was due to their past and who they are – **OTHER** (Schedule 3 complaint – currently suspended due to being sub judice)
11. During a vehicle stop the complainant states the officer was rude to them due to being black – **RACE** (Schedule 3 complaint – live investigation)
12. When officers attended to deal with an incident the complainant felt that police were institutionally racist – **RACE** (Schedule 3 complaint – the service provided was acceptable)
13. The complainant believes they have been racially profiled by officers due to their race and culture – **RACE** (Schedule 3 complaint – the service provided was acceptable)
14. The complainant was stopped whilst riding an E-scooter and believes they have been discriminated due to their age – **AGE** (Schedule 3 complaint – with the IOPC for review)
15. The complainant is dissatisfied with the action of officers and state they were not dealt with as a victim of crime due to their race – **RACE** (Schedule 3 complaint – the service provided was acceptable)
16. Officers attended the complainant's property following a report and the complainant states officers treated them differently because they are not British – **RACE** (Schedule 3 complaint – live investigation)
17. The complainant was involved in a domestic incident and believes that he was asked to leave the property because he is male – **SEX** (Schedule 3 complaint – live investigation)
18. The complainant was arrested states the manner in which this was conducted was due to police being racist – **RACE** (Schedule 3 complaint – live investigation)
19. Officers are dealing with a domestic abuse investigation and the complainant feels they are being treated as less of a priority as he is male – **SEX** (Schedule 3 complaint – live investigation)
20. The complainant is a victim of domestic abuse and states they are being discriminated against due to their lack of understanding of the law – **DISABILITY** (Schedule 3 complaint – live investigation)
21. The complainant is dissatisfied that the police directed the council to close a car park and prevented them from using the facility – **OTHER** (Schedule 3 complaint – no further action taken)
22. Following a dispute with neighbours the complainant states they have been discriminated against and targeted by police due to their partner's race – **RACE** (Schedule 3 complaint – live investigation)
23. The complainant believes they have been treated differently by police as a victim of assault, due to their age – **AGE** (Schedule 3 complaint – live investigation)

**Police officers and staff subject of complaint**

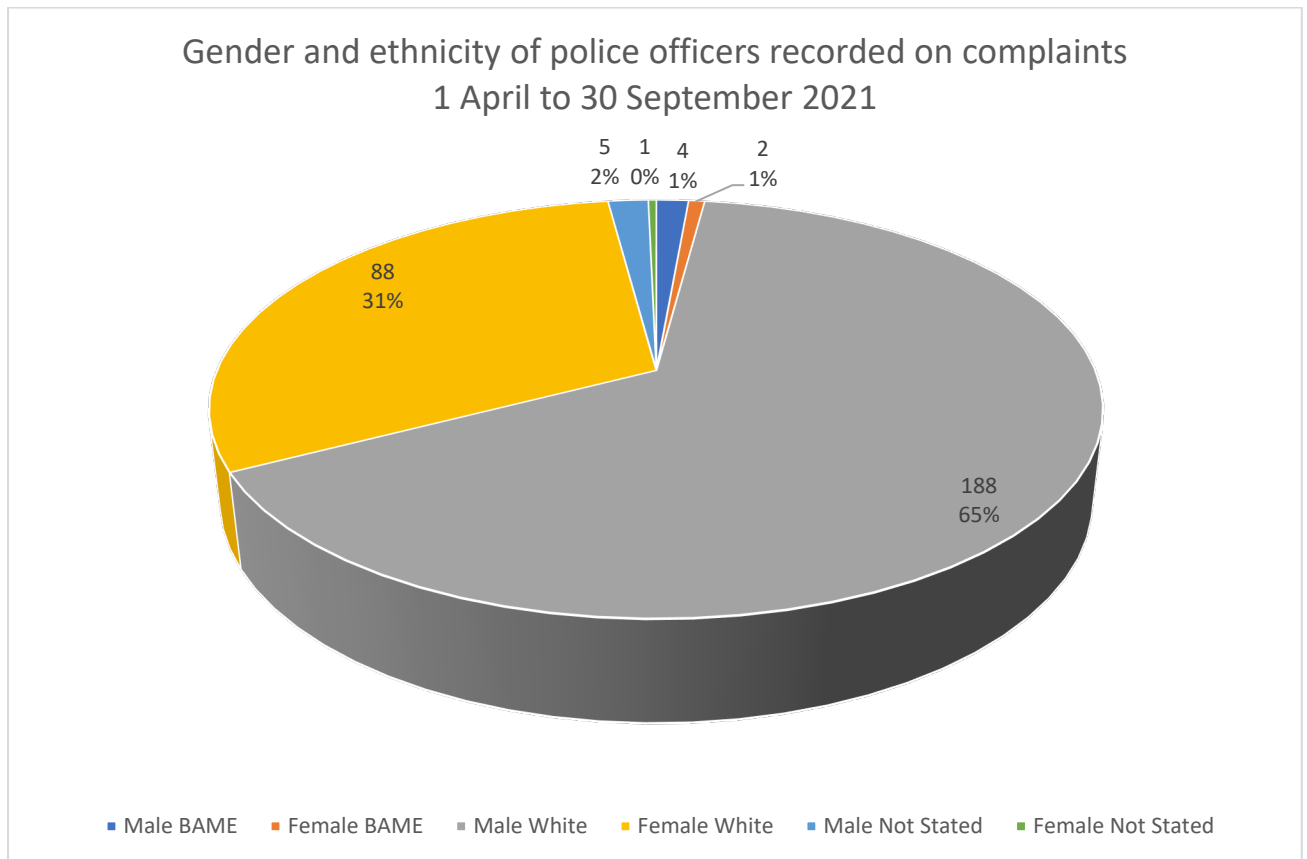
The 226 complaints received in the reporting period have been made against 423 police officers, Special Constables and members of police staff.

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

A total of 298 individual officers and staff<sup>2</sup> have been identified from the 226 complaints received in the reporting period however it is likely that this number will increase during the investigation / resolution of the complaint.

**Police officers**

**(Chart 16):** Of the identified subjects, 288 are police officers and Special Constables and details of their gender and ethnicity are detailed in the chart below:



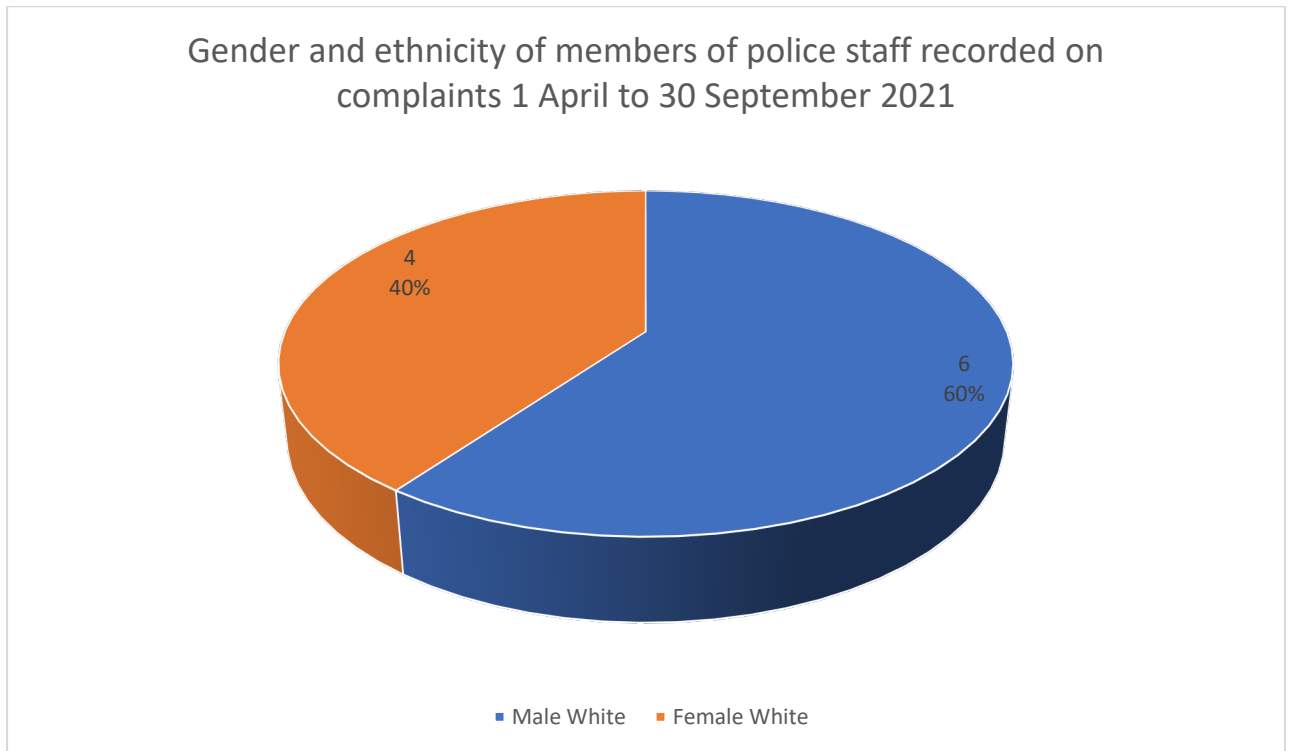
Of the 288 identified officers, 2.1% are BAME, 95.8% are White and 2.1% are unknown.

Norfolk workforce figures show that 2.3% of police officers are BAME, 96.4% are White and 1.3% have not stated their ethnicity

<sup>2</sup> Officers and staff have been counted once regardless of how many complaints they may be linked to in the reporting period.

**Members of police staff**

**(Chart 17):** Of the identified subjects, 10 are members of police staff and details of their gender and ethnicity are detailed in the chart below:



All the 10 identified members of staff are white.

### **Organisational learning**

Organisational and individual learning is an important part of the complaints process. Opportunities to learn come from a variety of sources and when identified are referred to PSD.

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

- 1) A common theme of individual learning is the under use of Body Worn Video. Which has been addressed accordingly – poster guidance has been produced and circulated to all operational bases across Norfolk and Suffolk. PSD have worked closely with Learning and Development to improve the use of Body Worn Video by providing additional support to student officers during their training period; to help them create the “muscle memory” of using body worn video. As a result, body worn video is now allocated to student officers at the start of their training and is used to record footage when completing role play scenarios – the additional benefit of this is that footage can be used to assess and feedback about performance.
- 2) Officers have been subject to public complaints regarding personal use of social media. Articles in learning times have been circulated across the organisation to highlight officer/ staff responsibilities to act in a professional manner when posting on social media. A new social media ‘guiding principles’ document has been created and the force policy covering personal use of social media has been updated to include advice on social media use and privacy settings.
- 3) Officers have been reminded of their obligations when interacting with the public, so that they do not intentionally or inadvertently abuse their position as Police officers. A special edition of Learning Times was published which focussed on abuse of position. A new video entitled ‘Abuse of Position’ has been produced and it is mandatory for all officers to view it. Officers are encouraged to report any behaviour from colleagues which fell below that expected, to the anti-corruption unit within PSD.
- 4) PSD have recorded complaints relating to poor levels of communication between the investigating officers and victims of crime. This has been addressed with individual officers by their line managers. In addition, further guidance has been produced and disseminated to all officers which highlights their responsibility under the victims code of practice (VCoP). This guidance has been published internally to all officers and staff.
- 5) An issue has been raised whereby an officer inadvertently recorded a private consultation between a suspect and his solicitor via an interview room recorder. The officer has been given practical advice to prevent this occurring again. The issue will be published in the forthcoming learning times. This issue has also been raised to CPS and legal services and a policy is being written on how to delete legally privileged material to ensure transparency and prevent the loss of cases at court.

The vast majority of individual learning is managed by line managers through advice which can be recorded as part of the PDR process and in some cases reflective practice. The use

of reflective practice is currently under review in order to promote its use and expand the circumstances in which it is used. The intention is to foster a culture of learning through self-reflection.

In addition to the above matters a proportion of complaints relate to the way in which officers record and investigate crime. In response to this, the "Operation Investigate" team have created an online environment where officers are able to obtain guidance on all aspects of crime investigation and case management. This includes advice on managing people's expectations, understanding VCOP and a victim's right. As these areas generate dissatisfaction and complaints from victims of crime. Mandatory webinars have been held addressing a number of these concerns.

### **Complaint training**

Prior to the introduction of the new reforms in February 2020, a number of presentations were delivered to supervisors and senior managers in both counties, to raise awareness. COVID-19 has meant that training has had to be tailored to meet any restrictions and where possible training has been delivered face to face, but in the main via Teams. Presentations have been delivered to new supervisors as part of their development, as well as mini masterclasses on complaint handling to individuals and small groups arranged by local managers.

The PSD Intranet pages and communications, including Learning Times provide up to date information on the reforms, guidance and best practice, as well as any changes to process. Staff in CMU are available to respond to queries and to offer support and guidance in the management of cases.

Work is ongoing with the Constabulary training team to produce a bespoke on-line learning package for complaint handling for new supervisors. When this is completed a similar package will be developed for Inspectors who will be responsible for managing more complex investigations.

The Serious Cases Unit within Professional Standards has continued to support the training of Student Officers, Custody Sergeants and Special Constables, this has been further expanded to assist and support the development through presentations to Suffolk Sergeants and the Foundation Detective Course. Whilst the method of delivery had been digital (via Teams), and whilst face to face training is being resumed in part, a degree of flexibility on delivery method has been maintained to allow for the changing operational restrictions to ensure safer working whilst the pandemic still has an impact.

## **Reviews**

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

Of the 153 Schedule 3 complaints, finalised in the reporting period, where the complainant was offered the opportunity to request a review, 34 cases resulted in a review being made, which is 22% of cases finalised.

This is comparable with the previous 6 months, 1 October 2020 to 31 March 2021, where 32 of the 144 Schedule 3 complaints finalised were subject of a review, 22%

### **IOPC reviews**

In the reporting period the IOPC received 13 requests to review the outcome of the complaint. Of those reviews, 7 have been concluded.

In 5 of the reviews the IOPC determined that the outcome of the complaint was reasonable and proportionate.

In 2 cases, the IOPC determined that the outcome was not reasonable and proportionate. In both these cases the IOPC decided that not all matters had been appropriately addressed and the complaints needed to be investigated. The investigations in both these cases have now been completed.

### **Local Policing Body (LPB) reviews**

A total of 25 reviews were recorded by the Local Policing Body in the reporting period and of those, 24 have been concluded.

In 2 of the cases it was determined that the appeal was not valid. Of the 22 valid reviews completed it was determined the outcome of the complaint was reasonable and proportionate in 20 cases. In the remaining 2 cases it was determined that the outcome of the complaint was not reasonable and proportionate.

In one case the original decision to take no further action was found to be not reasonable and proportionate and the LPB recommended that action be taken to remedy the dissatisfaction. The complaint was handled otherwise than by investigation to the satisfaction of the complainant.

In the other case the original decision was to take no further action following action taken to remedy the dissatisfaction outside of the police complaints process. The review found that this did not cover the areas of concern around the officer's performance. The recommendation from the LPB was for this to be addressed and as such that learning should be identified. This is currently being progressed.

### **Chapter 13 Reviews**

The IOPC Statutory Guidance states:

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

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

In the reporting period, 1 April 2021 to 31 September 2021, 2 complaint cases were highlighted as not being completed within 12 months. For both cases the investigations had been suspended for a period of time due to the complaints being sub judice. There were also 2 conduct cases which met the criteria.

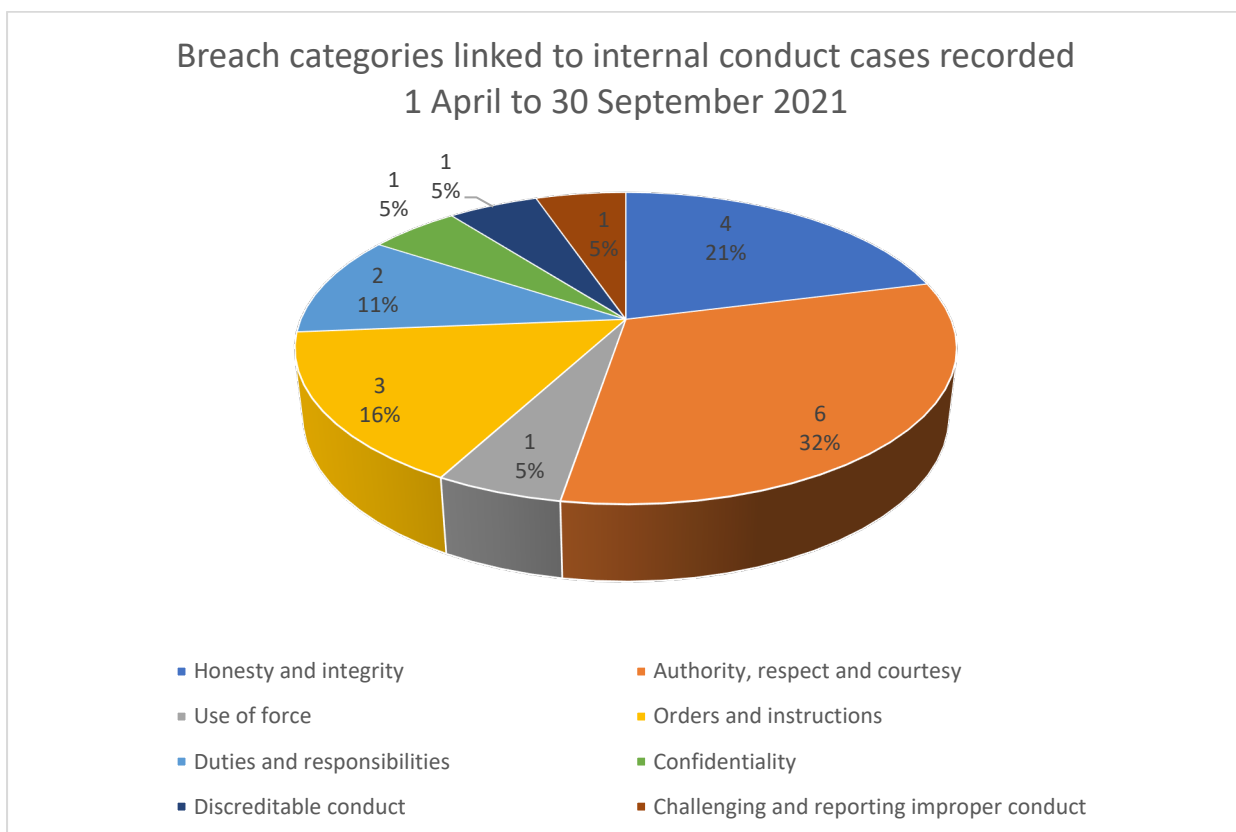
The IOPC confirm there is no requirement to review cases which are sub judice and provide a formal response. However, it has been agreed that the appropriate authority will advise the local policing body of all cases which meet the 12-month time period and also highlight any IOPC independent investigations which take longer than 12 months to complete. During the reporting period, 1 April 2021 to 31 September 2021 there were 2 cases which met the criteria, none of which were IOPC independent investigations.

**Internal Investigations**

A review of the internal investigations recorded between 1 April and 30 September 2021 has been conducted.

During the reporting period, 16 internal conduct cases were recorded, consisting of 19 separate breaches of the Standards of Professional Behaviour. These breaches relate to 15 Police officers, 2 members of Police staff and 1 member of the Special Constabulary.

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



Of the 19 breaches, the most frequently recorded was Authority, respect and courtesy at 32%, followed by Honesty and integrity at 21% and Orders and instructions at 16%.

Examples of some of the breaches recorded are as follows:

- Allegation the officer made comments about a colleague which were demeaning  
- *Referral to the Reflective Practice Review Process*
- Allegation the officer sent overtly sexualised messages to a colleague  
- *Final Written Warning issued*
- Allegation the officer submitted requests for annual leave falsely claiming they had been authorised by a supervisor  
- *Resigned during the investigation*



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- Allegation the officer disobeyed an instruction given by a supervisor
  - *Resigned during the investigation*
- Allegation the officer failed to disclose a business interest in line with Force Policy
  - *Referral to the Reflective Practice Review Process*
- Allegation a member of staff failed to follow the prescribed observation level of a detainee in custody
  - *Management action and learning*

Of the conduct cases recorded in the reporting period, 13 have been finalised to date:

- 1 case resulted in a case to answer for misconduct and was referred to a misconduct meeting
- 7 cases resulted in the matters being determined as Practice Requiring Improvement and were referred for Reflective Practice
- 2 cases relating to one officer resulted in a case to answer for misconduct however no action was taken as the officer had left the Force
- 2 cases resulted in management action
- 1 case resulted in no case to answer

### **Reflective Practice Review Process**

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

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

**MISCONDUCT OUTCOMES**

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

<b>MISCONDUCT HEARINGS 1 APRIL TO 30 SEPTEMBER 2021</b>		
	<b>Nature of Offence</b>	<b>Outcome</b>
1	A member of police staff attended a misconduct hearing for Authority, respect and courtesy  Displayed unprofessional behaviour towards a colleague	No misconduct sanction Management action
2	A police officer attended an accelerated hearing for Discreditable conduct.  Criminal offence of possession of indecent images of children	Dismissed

## **Resignations**

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

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

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

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

Two police officers resigned within the reporting period. In one case the investigation is ongoing and in the other the officer was due to attend a misconduct meeting however following their resignation no further action was taken.

## **Public Hearings**

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

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

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

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

The one misconduct hearing held in the reporting period for a police officer was held in public.

## Glossary

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

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

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

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

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

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

**Schedule 3** – of the Police Reform Act 2002

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

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

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

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

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

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

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

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

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

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

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

**IOPC Complaint Categories:**

Reference	Category / sub-categories
A	<p><b>Delivery of duties and service</b></p> <p>A1 Police action following contact  A2 Decisions  A3 Information  A4 General level of service</p>
B	<p><b>Police powers, policies and procedures</b></p> <p>B1 Stops, and stop and search  B2 Searches of premises and seizure of property  B3 Power to arrest and detain  B4 Use of force  B5 Detention in police custody  B6 Bail, identification and interview procedures  B7 Evidential procedures</p> <p>B8 Out of court disposals  B9 Other policies and procedures</p>
C	<p><b>Handling of or damage to property/premises</b></p>
D	<p><b>Access and/or disclosure of information</b></p> <p>D1 Use of police systems  D2 Disclosure of information  D3 Handling of information  D4 Accessing and handling of information from other sources</p>
E	<p><b>Use of police vehicles</b></p>
F	<p><b>Discriminatory behaviour</b></p> <p>F1 Age  F2 Disability  F3 Gender reassignment  F4 Pregnancy and maternity  F5 Marriage and civil partnership  F6 Race  F7 Religion or belief  F8 Sex  F9 Sexual orientation  F10 Other</p>

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Reference	Category / sub-categories
G	<p><b>Abuse of position/ corruption</b></p> <p>G1 Organisational corruption            G2 Abuse of position for sexual purpose            G3 Abuse of position for the purpose of pursuing an inappropriate emotional relationship            G4 Abuse of position for financial purpose            G5 Obstruction of justice            G6 Abuse of position for other purpose</p>
H	<p><b>Individual behaviours</b></p> <p>H1 Impolite language/tone            H2 Impolite and intolerant actions            H3 Unprofessional attitude and disrespect            H4 Lack of fairness and impartiality            H5 Overbearing or harassing behaviours</p>
J	<p><b>Sexual conduct</b></p> <p>J1 Sexual assault            J2 Sexual harassment            J3 Other sexual conduct</p>
K	<p><b>Discreditable conduct</b></p>
L	<p><b>Other</b></p>

The above categories are explained in greater detail in this document (Appendix A):  
[Guidance on capturing data about police complaints Jan2021.pdf](#)  
[policeconduct.gov.uk](http://policeconduct.gov.uk)



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

**ORIGINATOR: Chief Constable Sanford**

**REASON FOR SUBMISSION: For information**

**SUBMITTED TO: Police Accountability Forum – January 2022**

**SUBJECT: Collaboration Report**

**SUMMARY:**

The report outlines the Constabulary's collaborative work with:

- Suffolk Constabulary (as part of the preferred partnership)
- The seven-force collaboration programme
- National Programmes

**RECOMMENDATIONS:**

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



## Reporting Period: September 2021 to December 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. The collaborative partnership between Suffolk and Norfolk is one of the longest running nationally and has been recognised as good practice within Home Office Inspections.
- 1.2 Through collaboration and planned change, Norfolk and Suffolk have saved a minimum of £41.4M, continuing to make savings in existing collaborative spaces. 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 The Norfolk Horizons Team are continuously working towards improvement, transformation and modernisation of local policing to ensure delivery of 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 The deliverables will lead to transformational change and assist in the realisation of the objectives of the Police and Crime Plans for both Norfolk and Suffolk.

## **2 Introduction**

- 2.1 This report provides an update on the ongoing collaborative work in Suffolk, primarily in relation to the preferred partnership with Norfolk Constabulary but also linked to wider workstreams at a regional and then national level.
- 2.2 As an introduction, noted below are some of the key organisational wide strategic pieces of work that have /or are about to conclude in relation to Outcome Based Budgeting, Government Uplift Programme and the Digital Strategy.
- 2.3 The Service and Financial Planning (OBB) process for FY2022-23, FY2023-24 has largely concluded through engagement with stakeholders and is in the process of finalisation for presentation to Chief Officers. Plans have been 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 and alongside this work we continue to deliver the national PEQF Programme which is due to transition in April 2022.
- 2.5 A refined local Digital Strategy 2021–2026 (delivering alongside Suffolk as part of the preferred partnership approach) was presented to Chief Officers at September 2021 JCOT meeting. 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 Digital Strategy will ensure alignment with the wider NPCC National Digital Policing Strategy and ensure that the investments made consider the benefits to improve service, create efficiencies and deliver on 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 in conjunction with the Home Office and other emergency services to prepare for ESMCP. The national business case was approved by the Home Office Major Projects Review Group as planned and the focus is now to secure the funding the programme needs to deliver. 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. It is currently anticipated that the existing Airwave service will be switched off nationally by December 2026.

**Current progress at a local level** – Regional meetings continue, and the temporary Regional Delivery Team are working together to support the local force change leads and manage the transfer from legacy Airwave technology to the new Emergency Services Network (ESN). Numerous work packages are being undertaken at a local and regional level to map current processes along with force mobilisation readiness assessments to ensure resources are in place and technical readiness for onboarding in alignment with the national programme.

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 live ANPR data into the national system, the ICT connection project is closed locally. A local project to review the ANPR Hub roles and capabilities in line with the new national capabilities has also been completed and the outcomes of which are noted in this report at section 5.4.4.

### 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. Post implementation of 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. The NEP is working with forces to identify and report both cashable and non-cashable benefits, seeking and sharing good practice within the force and to the wider policing user base.

**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 next phase of the project locally is the migration to One Drive for Business to optimise the constabularies file storage capacity and support the Modern Workplace Programme.

### **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** – Locally, the aim of the DPC project is to increase public satisfaction and confidence making it easier to interact, engage and transact over digital channels. Norfolk (and Suffolk) have signed the “Statement of Intent” and a Section 22a Collaboration Agreement to move towards the SOH product. The decision taken in January 2020 to delay the transition to the Single Online Home platform for Norfolk and Suffolk still stands whilst the Constabularies continue to work on developing the Athena Public Engagement tool, for which Norfolk and Suffolk are the lead forces nationally.

The existing websites migration to a new host in Norfolk (and Suffolk) has successfully taken place in October 2021, to ensure contractual support is continued. Any move to SOH will be included in plans to ensure we maximise the return on investments already made.

### **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 April 2022 planned for both Norfolk and Suffolk.

Work continues locally on the programme for Norfolk (and Suffolk) and developed workstreams are progressing. A local assessment of resource modelling, recruitment flow and how best to embed the continued tutoring and mentoring of student officers to ensure we provide an efficient and effective use of resources continues with the ongoing 'pilot' phases.

#### 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, 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** – The programme has exited the reset phase following the business case approval for the next four LEDs products, and is now on a pathfinder phase with a detailed rollout plan being defined, identifying key themes and topics for exploration and sharing of best practice at strategic level. Products within NLEDS will be delivered iteratively across the life of the programme. An upgrade to the PNC in March 2022 will further extend the life of the product to December 2025.

**Current Progress at a local level** – Following a pause on the project whilst the national programme was in reset, the project will again be re-energised locally through alignment of resources for delivery of the Property module by end of Q4 21/22.

## 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) with access to subject matter experts as each force responds accordingly to the ongoing adjustments necessary through the policing of COVID-19.

#### 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. The aim of the programme is to consider an appetite for a single vetting service across the 7Forces, with business standardisation implementing common governance processes and procedures. Should this progress to a shared service model, a 7 Force Section 22a Collaboration Agreement will be developed for authorisation.

The Regional Robotics Automation (RPA) is 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 stabilise the ICT infrastructure to be able 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) for advanced and coordinated capabilities, products and services to meet the changing needs of policing and the public. 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 are currently overseeing the replacement Forensics Case Management System and following approval, the technical design, integration and implementation planning is ongoing for a go-live planned to commence Autumn 2022,

with the region being in business as usual on the cloud hosted system by the end of March 2023. 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. Following agreement for the move forward as a 5F project, the full business case was delivered and agreed at 7F Summit November 2021. The anticipated delivery of DAMS is 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 current Norfolk Horizons Programme of work focusses on how to deliver services to communities over the next few years and beyond, building a scalable, adaptable policing model capable of delivering the best service we can with the money we have.

Workstreams include the national Uplift programme, the build and transition to the Eastern Investigations Hub, continued development of the Police Digital Investigation team, exploration of Drones usage and capabilities 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 selection 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 The People Transformation project is ongoing with a number of key projects, specifically within HR and L&D. The appointment of the Director of People is the current focus for the organisation. Alongside interdependent work on the Joiners, Movers, Leavers (JML) programme (section 5.2.4).
- 5.2.2 The Joint Modern Workplace programme has delivered on the pilot in phase 1 and phase 2 is now in progress to review, assess and realign resources and capabilities to meet demands both now and for the future. Governance boards chaired by the Assistant Chief Officers (ACOs) oversee the implementation and over the next two/three years will see improved flexibility and agility in the way we work. Ongoing workstreams include reviewing flexible working arrangements versus permanent on-site working that will link in to the longer term estates strategy.
- 5.2.3 The Joint Shared Services Transactions Centre (SSTC) went live on 1st October 2020 with a supporting Section 22a Collaboration Agreement. Further phases to expand Transactional Services incorporating other areas of transactional business to maximise existing technologies is in scoping with a business case prepared for consideration by Chief Officers.
- 5.2.4 The J.M.L (Joiners; Movers; Leavers) Programme has been formally agreed to progress, focussing on process re-engineering within Suffolk (and Norfolk) for staff and officers, from joining the organisations through to leaving, and all career/role moves in between.

With the centralisation of recruitment for both Police Officers and Police Staff, the JML programme will incorporate the delivery of an '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.

A project to develop an electronic PDR system has been scoped and agreed. This will enable greater management information regarding the completion rates of and the development aspirations of both staff and officers. Unrelated to the e-PDR project but being nationally driven, changes are being made to the ERP system to allow monitoring of any pay progression as part of the wider work around people transformation.

The programme will also incorporate projects to develop and consider Role Based Access (RBA) 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 continues with robust communication and activity when identifying where improvement in driver standards is needed.

The 7Force programme 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.

Driver Training has been considered in relation to compliance with Authorised Professional Practice (APP) and funding for training resources has been identified to ensure delivery across Suffolk (and Norfolk). Assessment of the level of training by rank and role is ongoing to ensure training can be prioritised, resourced and delivered as effectively as possible utilising a risk-based approach.

- 5.2.6 Following the successful delivery of the Driver Skills Management System, the business jointly has commissioned a project to scope further options and systems to join together training competencies with operational use, behaviour or standards, manage data integrity, realise skill accreditation and training efficiencies, and demonstrate compliance. This project is planned for wider roll out over the next 2 years.

### **5.3 Joint Justice Services**

There are a number of projects currently in progress across the Joint Justice Services Command. Work continues locally to consider the adaptation of justice services and reviews continue across Norfolk and Suffolk regarding the use of technology to continue delivering these services across several of our justice service partners.

- 5.3.1 National Digital Case File (DCF) project 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.

- 5.3.2 The Out of Court disposals pilot commenced early autumn 2021, with Phase 1 in Great Yarmouth. The pilot will take place across a number of command areas in both Norfolk and Suffolk, to test and learn from processes, with the aim to scope and develop the two tier framework in relation to Out of Court Disposals (OOCDD) 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.
- 5.3.3 HM Courts and Tribunal Service roll out of the new IT system 'Common Platform' to all Magistrates and Crown Courts has seen a local policing implementation team established in each force to deliver the change. Go-live of this system will take place simultaneously for Norfolk and Suffolk due to the collaborated ICT and Criminal Justice functions and at last reporting is on schedule for go-live mid November 2021.
- 5.3.4 The update to the Director Generals Guidance (6<sup>th</sup> Edition) (DG6) providing guidance on CPS and Police Charging responsibilities and National File Standard (NFS) has resulted in considerable activity for the JJSC function. A temporary growth in resources to provide support to officers has had a significant impact on case quality acceptance rates with CPS admin triage. Norfolk CPC had an increase of 24% acceptance between May and July 2021, saving significant time and improving service delivery for victims and witnesses. OBB proposals have been submitted for growth posts to enable replication of this service to other commands

#### **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.

- 5.4.2 To comply with ISO accreditation for Fire Investigations, following consultation with both Norfolk and Suffolk Fire and Rescue Services, a blended approach of increasing internal capability with support from an external provider is the preferred solution for Norfolk (and Suffolk). Contract negotiations are complete and is currently being drafted for signatures.
- 5.4.3 A new project has been commissioned to scope compliance with ISO accreditation imposed on the Sexual Assault Referral Centres (SARC) in Suffolk (and Norfolk) and although in early days of scoping, readiness for accreditation is on a shortened timescale and will be prioritised against other projects accordingly.
- 5.4.4 The joint ANPR Hub project has considered the capacity and capability required to support the proactive 'Moonshot' teams, protecting Norfolk's road networks. Ensuring employee roles and responsibilities are such that the new national technology afforded to us by the NAS can be exploited to optimum benefit, the project to restructure the unit is complete and continues to transition to business as usual. The team are working to bring in full resourcing capacity following completion of training, with benefits monitoring via a post implementation review.
- 5.4.5 A review of Digital Forensics Support has been commissioned to explore the capacity and capabilities with regards to the seizure, storage, extraction, analysis and retention of digital devices. An options paper is currently being worked on to be presented to SP&M in December 2021 to consider minimum requirements in the short term and longer-term options including future funding. Work continues to recruit and develop the role of Digital Support Officers within the Constabulary.

## **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 OPTIK – A platform delivering a mobile solution for police officers to update computer records without the need to return to base 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. Following a successful STAR bid, the next module to be included within OPTIK will be

the Domestic Abuse module that will deliver an automation to the current paper form completion on scene, and enhance availability of appropriate known risk information for officer appraisal prior to arrival on scene and when in attendance.

- 5.5.2 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.
- 5.5.3 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. The current focus has been on recruitment and appointment of a Director of ICT to lead the function.

## **6 Future Plans**

- 6.1 Significant pieces of work will flow from the programmes already in progress leading to new challenges with a focus to ensure we maintain management oversight and awareness of individuals' wellbeing, giving consideration to 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. Revised agreements and accompanying decision papers / reports will be prepared for OPCC in the near future.

## **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.
- 8.5 An internal audit review of policies and procedures is due to take place in February 2022.

END.