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2 November 2016

To: Norfolk & Suffolk Police & Crime Commissioners, Chief Constables and Chief
Executives.

NORFOLK AND SUFFOLK COLLABORATION PANEL

A meeting of the Panel, which will consider the agenda set out below, will be held at The
Oaksmere (Garden Room), Rectory Road, Brome, Eye IP23 8AJ on **Wednesday 9
November at 10am.**

PUBLIC AGENDA

1. Election of Chair for the meeting
2. Code of Practice for Victims of Crime
 - i) County Policing Command (CPC) – Compliance with Victims’ Code and Delivery of
Victims’ Strategy. (Paper NS16/1)
 - ii) Criminal Justice Services and Athena – Compliance with Victims’ Code. (Paper
NS16/2)
3. Protective Services Command Update (Paper NS16/3)

PRIVATE AGENDA

4. Protective Services Command Update (Paper NS16/4)
5. Protective Services Command – National Policing Requirement (Paper NS16/5)
6. Body Worn Video – Verbal update from ACC Mike Fawcett.
7. Norfolk and Suffolk Criminal Justice Board

Christopher Jackson
Chief Executive
Office of the Police & Crime Commissioner for Suffolk



**ORIGINATOR: CHIEF CONSTABLES OF
NORFOLK AND SUFFOLK**

PAPER NO: NS16/1

**SUBMITTED TO: NORFOLK AND SUFFOLK COLLABORATION PANEL
9 NOVEMBER 2016**

**SUBJECT: COUNTY POLICING COMMAND (CPC) - COMPLIANCE WITH
VICTIMS' CODE AND DELIVERY OF VICTIMS' STRATEGY**

SUMMARY:

1. This paper provides an update on progress from the County Policing Commands (CPC) against how Suffolk and Norfolk Constabularies are complying against the component parts of the Victims' Code and the action plan that was developed to support the delivery of the Victims' Strategy.
2. The paper will be presented in 4 parts, firstly giving the performance update, secondly the Suffolk CPC update then the Norfolk CPC update before providing the updates with regards to joint pieces of work underway across both organisations.

RECOMMENDATION:

1. The Collaboration Panel is asked to note the contents of this report.

DETAIL OF THE SUBMISSION

1. PART 1 - NORFOLK AND SUFFOLK PERFORMANCE

Performance

- 1.1 Confidence in Suffolk currently stands at 81.6% and places the force at a national ranking of 14. In Norfolk confidence currently stands at 80.5% and places the force at a national ranking of 17. The national average is 78.4%.
- 1.2 In terms of Victim Satisfaction, Suffolk currently stands at 83.2%. In Norfolk Victim Satisfaction currently stands at 88.1%. The national average is 83.6%
- 1.3 Work has been commissioned through the Joint Performance and Analysis Department (JPAD) to identify reasons for the decline in victim satisfaction and to consider ways to improve this in the future. It is also important to note that within this work, the impact of the new Suffolk Local Policing model on victim satisfaction is yet to be fully assessed.
- 1.4 The overarching key findings from both qualitative and quantitative analysis conducted are that the key issues that are driving our reduced satisfaction emanate from a lack of communication; both in terms of ensuring a victim understands what is happening and why and ensuring that they are updated regularly.
- 1.5 Therefore, while process improvements are important, in line with academic research, our findings would support the view that focusing on communications and quality of interactions, i.e. the 'bedside manner' is likely to have the longer term and most significant impact on developing a public service centred culture across the organisation. This has therefore informed the approach taken with the initiatives developed thus far.

2. PART 2 - SUFFOLK COUNTY POLICING COMMAND UPDATE

Compliance with Victims' Code

- 2.1 In December 2015, there was a multi-agency walk through event, led by the Criminal Justice Board which went through the Victims' Code and identified gaps in provision of the Victim's Code across a number of agencies. Work is still underway with the Victim and Witness Sub Group to address a range of areas that were identified and this is overseen by the Criminal Justice Board through a separate action plan.
- 2.2 Utilising the feedback from this event, a police action plan was developed, to support the delivery of the new Victims' Strategy. This action plan provides an oversight of the work underway to address areas requiring improvement. While this action plan has currently been owned by CPC, the intention is to review this and provide an improved governance structure across the wider organisation with a new Confidence and Satisfaction Board.
- 2.3 There is a need to work with JPAD to look at a range of performance measures that can better monitor progress against delivering the code. While the key requirements of the code have been mapped against our current delivery, we lack performance measures that can assess how well we are performing; in particular, there is a need to look at victim needs assessments, the management of 'standard' and 'priority' victims and how well contact is maintained. This all needs to feed a new performance framework given the national changes that are due to take place to

measuring victim satisfaction in 2017. This work will be a key part of the re-designed Confidence and Satisfaction Board.

- 2.4 All frontline officers will receive training in delivering the Victims' Code from October 2016 to January 2017. In addition to the training, all officers in the CPC have a Performance and Development Review (PDR) objective in relation to victim satisfaction and all front line Sergeants have been provided with a presentation to brief their teams around expectations.
- 2.5 Inspectors conduct monthly audits of crimes. This includes reviewing compliance with the Victims Code.
- 2.6 Positive feedback from victim call-backs is shared with officers through their local Superintendents. Feedback outlining the need for improvement is fed in through the Professional Standards Department (PSD) for assessment in relation to service recovery requirements and appropriate action. So there is a unified service recovery system in place, as well as a method to reward and recognise good performance and share learning.

Confidence and Satisfaction Board

- 2.7 The current Confidence and Satisfaction Board was suspended for a few months, while a piece of work was commissioned through JPAD and Corporate Development to explore how best to embed this work across the Constabulary moving forwards. These findings will be shared in October 2016, with a new approach and governance structure being agreed to drive the management of victims forward more widely across the organisation.

Victims' Strategy

- 2.8 The Victims' Strategy is currently in the process of being launched. It was released internally on 30th September 2016 and there are plans to do an external launch week commencing 3rd October 2016. Delivering the Victims Strategy will also ensure that the Constabulary meets the statutory responsibilities placed on it with regard to victim care effectively and efficiently. Corporate Communications have a timeframe in place to ensure the effective roll-out of the strategy which is captured in the action plan.
- 2.9 To help embed the key principles of the strategy, CPC have identified a range of Single Points of Contact (SPOCs) who are briefing teams on service standards when dealing with victims. This work is currently underway. As part of this, officers are also being reminded to explain to victims about crime investigation and managing their expectations.

3. PART 3 - NORFOLK COUNTY POLICING COMMAND UPDATE

Victims' Strategy

- 3.1 The Norfolk Victims' Strategy has been written in draft form and is in the process of being approved and launched.

Victim Personal Statement (VPS) Pilot

- 3.2 The current system for obtaining Victim Personnel Statements (VPS) involves the Officer in the Case (OIC) returning to the victim prior to a matter going to court to take a VPS. This is then included on the court file. This has a number of advantages; firstly it is efficient in that VPS are only taken for cases that are actually going to

court. Not only does this mean that officer time is not wasted taking VPS for matters that do not go to court, but it also avoids 'overpromising' victims, giving them an expectation that their VPS will be used in cases that do not result in a court appearance. More importantly, it also means that VPS are taken some time after the offence. This will allow victims to give a true impression of the effect being a victim has had on them and their families.

- 3.3 However, the process described above does not comply with the Victim Code which clearly states that the VPS should be offered at the time the original witness statement is taken. Another disadvantage is that in cases that proceed to a hearing very quickly, the opportunity to take a VPS is sometimes missed.
- 3.4 In an effort to comply with the Victim Code, provide an effective service to victims and make best use of officer time, the Chief Constable for Norfolk agreed to a pilot scheme at Great Yarmouth during the summer of 2016.
- 3.5 The pilot explored a number of concepts, one of which was the creation of a VPS information pack. These packs contained information on the Victim Code, support agencies and blank VPS forms. These were left with victims at the time a witness statement was taken with a full explanation of the VPS process. Victims were then invited to complete the statements when they had taken time to consider the impact the crime had on them and return them to a central point. Assistance was offered to vulnerable victims and others who required it.
- 3.6 The pilot is currently being formally evaluated, but it is clear that whilst it achieved high compliance rates for the offer of a VPS, return rates for the actual statements was extremely low. A comprehensive telephone survey has been carried out of victims to ascertain the reasons why they did not return a VPS and this will form part of the formal evaluation.
- 3.7 As Athena does not have the capability to record information around Victim Personal Statements, the compliance and return rates for the pilot had to be recorded and monitored manually. We utilised a member of staff on restricted duties to undertake this work but found that it took around 0.8 FTE of a working week. Clearly, this is not sustainable if the process was to be rolled out over the whole county. We also lacked any capability to produce performance information which meant holding individuals to account was difficult. Both of these issues could be solved by adding a VPS function to Athena. Whilst this would involve a cost and require agreement of the other Athena forces, it clearly needs to be an urgent consideration.
- 3.8 The evaluation of the Great Yarmouth VPS Pilot is being undertaken by the 2020 Team and should be available in early November 2016.

Victim Code Action Plan

- 3.9 An action plan has been produced, a summary of progress is as follows:
- 3.10 Areas around crime recording and support to victims post charge appear to be embedded and working well.
- 3.11 Areas around keeping victims informed prior to charge have been part of the OIC's role for a number of years through use of the Victim's Contract. However, there is anecdotal evidence that since the introduction of Athena, performance in this area has suffered.
- 3.12 Areas that still need to be resolved are how we measure compliance with the above, performance data in general and a formal service recovery process. Some localised

service recovery is undertaken using the feedback forms supplied by our satisfaction survey company (SMSR).

- 3.13 The Code has a very wide definition of vulnerability and victims defined as such are entitled to an enhanced level of service. It is vital that officers clearly understand the breadth of this definition and the requirements involved. The training package that will be delivered from January onwards covers this in considerable detail and therefore we will not achieve full compliance in this area until the training is complete.

4. PART 4 - JOINT UPDATE

Training on the Victims' Code

- 4.1 Victims' Code training is being developed ready for delivery from 5th October 2016 across Suffolk and from January 2017 onwards across Norfolk. This should meet a number of the areas for improvement outlined in the action plans, including knowledge of the code and how to comply, providing updates and advice and developing knowledge of Victim Personal Statements and Impact Statements for Business (ISB).

Athena and Technology

- 4.2. Various issues have been identified with Athena that is causing some confusion around victim updates and management. The Athena team has been made aware of the issues, relating to use of the Victim Contact Tab, the pre-set time parameters that officers can use for victim updates and the impact that the backlog of the Athena closure queue has on victim management and updates.
- 4.3 The issue of the automated sending of letters has also been discussed and is subject to a further meeting in October 2016 to try and ensure there is a unified process.
- 4.4 There is a desire to make better use of technology to keep victims updated. There is the facility to use text messaging for updates, but there is currently an issue with this system, whereby victims are replying to the message and these are not being answered. A solution to this is still to be developed.

Future Delivery Models

- 4.5 A visit to the Cambridgeshire Victim Hub has taken place and a report has been submitted via the Confidence and Satisfaction Board with a view to considering future options around the commissioning of victims services. This has previously been submitted to the PCC's office. This paper outlines that there is a need to review whether it would be more beneficial to conduct victim's services internally and to review the role and remit of partners in the future commissioning and structure of victim services.

5. FINANCIAL IMPLICATIONS

- 5.1 None identified.

6. OTHER IMPLICATIONS AND RISKS

- 6.1 The Victims Code of Practice (VCOP) is a statutory document which places obligations on the police, and other criminal justice agencies, to provide services to victims of crime setting out the minimum standards they can expect.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No
Has financial advice been sought on this submission?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	No
Have human resource implications been considered?	No
Is the recommendation consistent with the objectives in the Police and Crime Plans?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	No
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes



**ORIGINATOR: CHIEF CONSTABLES OF
NORFOLK AND SUFFOLK**

PAPER NO: NS16/2

**SUBMITTED TO: NORFOLK AND SUFFOLK COLLABORATION PANEL
9 NOVEMBER 2016**

**SUBJECT: CRIMINAL JUSTICE SERVICES AND ATHENA - COMPLIANCE
WITH VICTIMS' CODE**

SUMMARY:

1. This paper provides an update on progress from Criminal Justice Services and Athena against how Suffolk and Norfolk Constabularies are complying against the component parts of the Victim's Code.

RECOMMENDATION:

1. The Collaboration Panel is asked to note the contents of this report.

DETAIL OF THE SUBMISSION

1. KEY ISSUES FOR CONSIDERATION

Victims' Code of Practice (VCOP) – Summary of Provisions

- 1.1 The Code of Practice was published in December 2013 setting out the services to be provided by criminal justice agencies to victims of criminal conduct in England and Wales (i.e. offences recorded under the National Crime Recording Standard (NCRS)) and sets out the standards which a victim can expect.
- 1.2 The Code was revised on 16 November 2015 by the Ministry of Justice to ensure compliance with an EU Directive.
- 1.3 The code places statutory obligations on criminal justice agencies including the police, the Crown Prosecution Service (CPS), Probation Service, the courts and Youth Offending Teams. The revisions have extended the Code to apply to relevant agencies outside of the core criminal justice system that provide services to victims of crime. Most crimes are dealt with by the police and CPS but there are other organisations with powers to investigate and prosecute crimes which come into contact with victims of crime. The victims of crime which these agencies deal with are now eligible to receive services under the Code.
- 1.4 The Code clearly sets out what victims can expect - key entitlements – and also their rights. The summary below sets out the main entitlements for victims in the context of police responsibilities:-
- An enhanced service if you are a victim of serious crime, a persistently targeted victim or a vulnerable or intimidated victim;
 - A needs assessment to help work out what support you need;
 - An ability to make a Victim Personal Statement (VPS) to explain how the crime affected you;
 - In the case of a business, an entitlement to submit an impact statement for business (ISB);
 - Read your VPS aloud or have it read aloud on your behalf, subject to the views of the court, if a defendant is found guilty;
 - Receive information about Restorative Justice and how you can take part;
 - Make a complaint if you do not receive the information and services you are entitled to.
- 1.5 The main changes arising from the revisions to the Code in November 2015 are:
- A broader definition of victim so that victims of all criminal offences are eligible to receive services under the Code. Previously, victims of offences such as careless driving and drink driving were not entitled to support under the 2013 Code;
 - Extending the Code to apply to relevant agencies outside the core criminal justice agencies (see para 1.4 above). All police forces and Police and Crime Commissioners are required to provide services to victims;
 - To ensure that victims who report a crime receive a written acknowledgement;
 - Victims are now able to seek a review of the police or CPS decision not to prosecute in accordance with the National Police Chief's Council (NPCC) or CPS Victims' Right to Review schemes.

Code Revision – Written Acknowledgement

- 1.6 The Victims Code now advises that Victims are entitled to a written acknowledgement that they have reported a crime, including the basic details of the offence. The Code advises the acknowledgement could be hand written or sent via letter, email or text message.
- 1.7 Depending on the circumstances of the incident it may be agreed by the victim and police that an acknowledgement is not appropriate. It is ultimately at the victim's discretion whether they wish to receive such acknowledgement.
- 1.8 The following crime types will not have letters sent: Domestic related, Serious Sexual Offences, Honour Based Abuse, Child Sexual Exploitation/Child Sexual Abuse as these crimes will have an allocated contact officer who will comply with the Victims' Code.
- 1.9 Safe contact details will be adopted across both forces using Athena. All staff will receive training about recording of contact with victims using Athena. In addition staff will receive training on how to record vulnerability, persistently targeted, intimidated and serious crime so we comply with the Code and/or our VSS contract.
- 1.10 Officers and staff will be told how to record and audit victim contact, the offer and acceptance of a Victim Personal Statement. All these actions will be monitored and chased by Detective Chief Superintendent Alan McCullough. The Investigation Management Unit (IMU) will deal with the notification letters or alternative method chosen for contact. The Officer in the Case (OIC) once allocated will be responsible for all other updates.

Code Revision – Victims' Right to Review

- 1.11 A Victim Right to Review Scheme (VRR) has been agreed by the National Police Chiefs' Council Police Service (NPCC) and was implemented in Suffolk and Norfolk in April 2015.
- 1.12 The police VRR scheme complements the CPS scheme which has been in place nationally since July 2014.
- 1.13 The principle of the police VRR scheme is that it relates to the right of a victim to ask for a review of a decision not to prosecute a suspect. The scheme relates to crime cases (as defined by NCRS) and applies where the police have identified and interviewed a suspect under caution. The right of a victim to request a review applies where the police make a decision not to bring proceedings in a case where the police have authority to charge or make a decision that the case does not meet the Threshold Test for referral to CPS for a charging decision.
- 1.14 In qualifying cases, the victim is entitled to ask for a review of the decision by an officer/police staff decision maker at least one rank/grade higher than the original decision maker. The scheme is co-ordinated by the Criminal Justice Services (CJS) team for both Constabularies.

Officer and Staff Training and Awareness

- 1.15 When the revisions to the Code were published in November 2015, the opportunity was taken to remind officers and staff of their duties and responsibilities under the Code but with a particular emphasis on the requirements regarding Victim Personal Statements (VPS).

- 1.16 Attending officers were reminded that they must:
- Make the victim aware of the Victims' Code and signpost to the force website;
 - Conduct a needs assessment to determine if the victim is in a priority category. The assessment will take into account the personal characteristics, the nature and circumstances of the crime, and the victim's views;
 - Discuss special measures with vulnerable and intimidated victims;
 - Offer Victim Personal Statement (VPS) or Impact Statement for Business (ISB) and ask if they want to read out their VPS or have the prosecutor do so (only a prosecutor can read out an ISB). This is the responsibility of the attending officer and subsequently the OIC;
 - Signpost the 'Victim of Crime Leaflet' on the websites.
- 1.17 Further detailed guidance on Victim Personal Statements has been made available to officers and staff.
- 1.18 A suite of 4 posters was produced by the Media and Communications Team using the strapline 'It's their code. It's your responsibility' and these were circulated to all police stations. The posters focused on the entitlement to enhanced services, the right to make a VPS; and putting victims first still remain relevant

Development of Tools for Officers/Staff

- 1.19 To supplement the training and awareness described above, various tools were developed by the Criminal Justice Department to assist officers and staff in discharging their responsibilities.
- 1.20 The witness statement form (MG11) has been amended to include:
- Does the victim/witness require a special measures assessment as a vulnerable or intimidated witness? (youth under 18; witness with mental disorder, learning or physical disability; or witness in fear of giving evidence or the witness is the complainant (victim) in a sexual offence case);
 - Does the victim/witness have any particular needs? (e.g. disability, healthcare, childcare, transport, language difficulties, visually impaired, restricted mobility or other concerns);
 - Is the witness also a victim to whom the Code of Practice for Victims of Crime set of enhanced entitlements applies? (victim of most serious crime, persistently targeted, vulnerable or intimidated) ;
 - A section for the victim/witness to complete:-
 - I have been informed where to find the Code of Practice for Victims of Crime
 - I wish to make a VPS/ISB
 - Would you like the VPS/ISB to be read out in court?
 - I wish to read my VPS/ISB?
- 1.21 Template statements have also been provided to officers to assist with the taking of VPS including:
- When to take a VPS;
 - Points to explain;
 - Prompts to consider for VPS e.g. how the crime has affected the victim physically, emotionally or financially;
 - For ISB, the direct or indirect financial impact, non-financial impact e.g. reputational damage or injuries to staff/customers.

Victim and Witness Care Team (VAWS)

- 1.22 The joint Victim and Witness Care Team (VAWS) provide support to victims and witnesses across Suffolk and Norfolk. The team is responsible for keeping victims and witnesses updated throughout the duration of the court process and to also provide practical support where victims and witnesses are required to give evidence in court. VAWS focus on providing the enhanced service under the Victims Code to the 3 Priority Category Victims ensuring their needs are assessed to ensure they are supported appropriately through the court process. This includes assisting victims and witness in relation to special measures applications, arranging for victims and witnesses to give their evidence remotely via live link if required. The team also ensure that all victims going through the court process are offered the opportunity to make a VPS, if they haven't already done so, and the opportunity for them to read the VPS out in court if they wish. VAWS work closely and share information with other supporting agencies, such as Victim Support and Lighthouse Women's Aid and Leeway for Domestic Abuse Victims to ensure they are supported through the court process.
- 1.23 VAWS work closely with the Citizens Advice Witness Service, which provides support at court including familiarisation visits and recently introduced a new outreach service for children under 11 years old. They help on the day of the trial and assist with special measures provisions at Court. The Witness Service has recently introduced a national web referral portal for Witness Care Units to make referrals to the Service or if they wish for Witnesses to refer themselves through the online facility.
- 1.24 At the conclusion of the case the Victim and Witness Care Team have a statutory requirement to refer eligible Victims to the National Probation Victim Liaison Scheme which ensures that those eligible Victims are kept up to date with any prison release dates and parole hearings and also have the opportunity to make a further VPS if relevant.

Local Criminal Justice Board

- 1.25 The Norfolk and Suffolk Local Criminal Justice Board (LCJB) has established a Victim and Witness Sub Group, which is independently chaired by the LCJB Business Manager. Statutory and voluntary agencies, including the PCCs offices, are represented on the sub group.
- 1.26 The LCJB held a 'Victims Walkthrough event' on 17 December 2015 attended by 34 members of staff representing HMCTS, the Witness Service, Victim Support, Suffolk Police, Norfolk Police, Lighthouse Women's Aid, Leeway, and the National Probation Service. Attendees were asked to provide details of how their agency was delivering each duty in the revised Victims Code of Practice, in relation to victims of domestic abuse, historic sexual abuse and volume crime. Other issues impacting on delivery of services to victims were also captured, together with details of additional services provided to victims, which are not prescribed by the Code.
- 1.27 The LCJB Business Manager, Performance Officer and Her Majesty's Courts and Tribunal Service (HMCTS) Operations Manager, who also facilitated the event, held a follow up meeting to discuss how this work will be taken forwards. The next step is now to collate the findings and ask several victims (being identified by agencies) via a focus group, if CJS agency responses resonate with their experience of the Criminal Justice Services, and if not how.
- 1.28 A further smaller workshop has been held, based on the findings from the walkthrough and gaps in service provision, also linked to the court closures at Bury

St Edmunds and Lowestoft, to determine how Live Links can be accessed by victims. The last Victim and Witness Sub Group focused on the wider issue of special measures. A flow chart has been agreed for special measures and progress has been made with remote evidence.

- 1.29 The next Victim and Witness Sub Group meeting will focus on complaints and compensation, which were further issues identified in the walkthrough.

2. FINANCIAL IMPLICATIONS

- 2.1 None identified.

3. OTHER IMPLICATIONS AND RISKS

- 3.1 The Victims Code of Practice (VCOP) is a statutory document which places obligations on the police, and other criminal justice agencies, to provide services to victims of crime setting out the minimum standards they can expect.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No
Has financial advice been sought on this submission?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	No
Have human resource implications been considered?	No
Is the recommendation consistent with the objectives in the Police and Crime Plans?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	No
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK



Suffolk Police and
Crime Commissioner

Making Suffolk a safer place to live, work, travel and invest

**ORIGINATOR: CHIEF CONSTABLES OF
NORFOLK AND SUFFOLK**

PAPER NO: NS16/3

**SUBMITTED TO: NORFOLK AND SUFFOLK COLLABORATION PANEL
9 NOVEMBER 2016**

SUBJECT: PROTECTIVE SERVICES COMMAND UPDATE

SUMMARY:

1. This report provides an update/overview of Protective Services Command.
2. There are no significant risks or financial implications to note within this report.

RECOMMENDATION:

1. The Collaboration Panel is asked to note the contents of this report.

DETAIL OF THE SUBMISSION

1. BACKGROUND

- 1.1 In September 2011, Norfolk and Suffolk agreed a business case to join Protective Services into a single command. The vast majority of directorates have been joint since 2013 and since 2011 Protective Services Command (PSC) has released savings of over £8m.
- 1.2 Joint Protective Services Command consists of five directorates: Cyber and Serious Crime (C&SC), Major Investigation Team (MIT), Forensic Investigation, Specialist Operations and Intelligence. Within each directorate there are a number of units which have been joined, including Roads Policing and Firearms Operation Unit (RPFU), Special Branch (SB), Dedicated Source Unit (DSU) Firearms Licensing Unit (FLU) and Dog Section.
- 1.3 The collaboration of these units has already provided considerable benefits, including efficiency savings, re-investment in Forensic Services, C&SC and Intelligence, improved resilience and greater capability and capacity, for example, ability to resource major incidents and crimes such as the helicopter crash in Norfolk and Operation Phonetic in Suffolk.

2. PRESENT DAY

- 2.1 Protective Services continue to adapt to service the demands of a shift in policing priorities.
- 2.2 As serious and organised crime increasingly impacts across our region it is inevitable that units within protective services are involved in a number of significant regional partnerships. This includes the Eastern Specialist Operations Unit (ERSOU) which is one of 10 Regional Organised Crime Units (ROCU). The unit is made up of resources from Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk. ERSOU creates additional specialist capability across the region through effective partnership and collaboration in order to provide a focused and robust response to serious and organised crime across the region, for example, their support in terms of investigating complex economic crimes and their assistance in operations tackling the sale of heroin by dealers travelling in from London to Norfolk and Suffolk.
- 2.3 To further improve public service, efficiency, effectiveness, value for money and savings, the Seven Force Strategic Collaboration Programme has been initiated to review policing capabilities and to determine what can be delivered most efficiently and effectively through cross broader force collaboration.

3. OVERVIEW OF PROTECTIVE SERVICES COMMAND

SPECIALIST OPERATIONS

Roads Policing

- 3.1 From 1 April 2016 to 30 September 2016, Norfolk had 18 fatal collisions (20 fatalities) compared to 14 collisions (14 fatalities) in the same period last year. Suffolk had 11 fatal collisions (11 fatalities) against 17 collisions (20 fatalities) during the same time frame.

Road Casualty Reduction Team (RCRT):
Speed – 350 Interventions
Phone – 272 Interventions

Seatbelt – 279 Interventions
Other – 158 Interventions
1 Positive Breath Test
301 Negative Breath Test
8 Arrests

There were a total of 1369 interventions during this time period, compared to 1385 for the last time period (Jul, Aug, Sep). Norfolk had 11 spontaneous armed deployments and Suffolk had 12 spontaneous armed deployments - all emergency responses were met within the 20 minute target.

Firearms Licensing

- 3.2 Performance remains high with licence renewals within target, with 93% renewed before expiry (Target 85%). In September 2016, 924 applications (Renewal and Grant) were finalised by the unit.
- 3.3 The Firearms Licensing Unit targets activity in respect of the protection of public safety by preventing foreseeable harm. During September the team dealt with 26 cases where certificate holders came to notice where it was considered there was a high level of concern requiring immediate attention. In most cases this resulted in the removal of firearms. As a result, four certificates were revoked, 303 ballistic items (guns, gun parts and ammunition) were recovered, seized, surrendered, found etc, which resulted in seven submissions to the National Ballistics Intelligence Service (NaBIS) Forensic Hub.

Dogs

- 3.4 The Dogs Unit supported and delivered the following performance in September 2016:

Arrests: 73
Missing person Searches: 42
Drugs Searches: 41
Explosive Searches: 7
Firearms Operations: 25
Dangerous Dog Investigations: 100
- 3.5 There have been two retirements and some losses of accredited dogs. Recruitment of two handlers is planned for January 2017 and a current initial course will ensure that the accreditation issue will be addressed with new dogs through the programme by the end of November.

4. FINANCIAL IMPLICATIONS

- 4.1 There are no additional financial implications to note.

5. OTHER IMPLICATIONS AND RISKS

- 5.1 There are no associated risks detailed in this report.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
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Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plans?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	Yes