

# Norfolk Police and Crime Panel



Date: **6 February 2024**

Time: **11am**

Venue: **Council Chamber, County Hall, Norwich**

**Panel Members are invited to a pre-meeting at 10am on 6 February 2024 in the Edwards Room, County Hall, Norwich.**

## **Advice for members of the public:**

This meeting will be held in public and in person.

It will be live streamed on YouTube and members of the public may watch remotely by clicking on the following link: [Norfolk County Council YouTube](#)

We also welcome attendance in person, but public seating is limited, so if you wish to attend please indicate in advance by emailing [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

Current practice for respiratory infections requests that we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

Please stay at home if you are unwell, have tested positive for COVID 19, have symptoms of a respiratory infection or if you are a close contact of a positive COVID 19 case. This will help make the event safe for attendees and limit the transmission of respiratory infections including COVID-19.

**Membership**

<b>Main Member</b>	<b>Substitute Member</b>	<b>Representing</b>
Cllr Tristan Ashby	Cllr Alison Webb	Breckland District Council
Cllr Sue Catchpole	Vacancy	Broadland District Council
Cllr Jade Martin	Cllr Trevor Wainwright	Great Yarmouth Borough Council
Cllr Alexandra Ware	Cllr Deborah Heneghan	King’s Lynn and West Norfolk Borough Council
Cllr Brian Long	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Stuart Dark	Vacancy	Norfolk County Council
Cllr John Toye	Cllr Sarah Butikofer	North Norfolk District Council
Vacancy	Vacancy	Norwich City Council
Cllr Kieran Murphy	Cllr Stephen Ridley	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

**For further details and general enquiries about this Agenda please contact the Committee Officer:**

Nicola Ledain on 01603 223053  
 or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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**A g e n d a**

- 1. To receive apologies and details of any substitute members attending**

## 2. Minutes

To confirm the minutes of the meeting held on 30 October 2023.

(Page 5)

## 3. Declarations of Interest

### Norfolk County Council and Independent Co-opted Members

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is on your Register of Interests you must not speak or vote on the matter.

If you have a **Disclosable Pecuniary Interest** in a matter to be considered at the meeting and that interest is not on your Register of Interests you must declare that interest at the meeting and not speak or vote on the matter

In either case you may remain in the room where the meeting is taking place. If you consider that it would be inappropriate in the circumstances to remain in the room, you may leave the room while the matter is dealt with.

If you do not have a Disclosable Pecuniary Interest you may nevertheless have an **Other Interest** in a matter to be discussed if it affects, to a greater extent than others in your division

- Your wellbeing or financial position, or
- that of your family or close friends
- Anybody -
  - Exercising functions of a public nature.
  - Directed to charitable purposes; or
  - One of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

Of which you are in a position of general control or management.

If that is the case then you must declare such an interest but can speak and vote on the matter.

**District Council Members will be bound by their own District Council Code of Conduct.**

## 4. To receive any items of business which the Chair decides should be considered as a matter of urgency

## 5. Public questions

Thirty minutes for members of the public to put their question to the Panel Chair where due notice has been given.

Please note that all questions were to have been received by the Committee Team ([committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk) or 01603 223814) by 5pm on 29 January 2024.

6. **Police and Crime Commissioner (PCC) for Norfolk’s proposed police precept for 2024-25** (Page **14**)  
To consider the PCC’s proposed precept for 2024-25.
7. **Police, Crime and Community Safety Plan 2022-24 performance monitoring** (Page **112**)  
To consider a quarterly update from the PCC detailing performance of and delivery against the Plan.
8. **Information bulletin – questions arising to the PCC** (Page **155**)  
To consider the full extent of PCC activities and decisions since the last Panel meeting.
9. **Police (Fire) and Crime Panel Conference 2023** (Page **167**)  
To consider matters arising from the annual conference.
10. **Work Programme** (Page **169**)  
To review the proposed work programme.

Tom McCabe  
Chief Executive  
Norfolk County Council  
County Hall  
Martineau Lane  
Norwich  
NR1 2DH

Date Agenda Published: 29 January 2024



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## Norfolk Police and Crime Panel

### Minutes of the Meeting held on Monday 30 October 2023 at 11am at County Hall, Norwich

#### Panel Members Present:

Air Commodore Kevin Pellatt (Chairman)	Co-opted Independent Member
Cllr Brian Long (Vice-Chair)	Norfolk County Council
Cllr Sue Catchpole	Broadland District Council
Cllr Kieran Murphy	South Norfolk Council
Cllr Alexandra Ware	King's Lynn and West Norfolk Council
Cllr John Toye	North Norfolk District Council
Cllr Alison Webb	Breckland District Council
Cllr Stuart Dark	Norfolk County Council
Cllr Cate Oliver	Norwich City Council
Mr Peter Hill	Co-opted Independent Member

#### Officers Present:

Giles Orpen-Smellie	Police and Crime Commissioner for Norfolk (PCC)
Nicola Ledain	Committee Officer, NCC
Jill Penn	Chief Finance Officer, OPCCN
Jo Martin	Scrutiny Support Manager, NCC
Mark Stokes	Chief Executive, OPCCN
Gavin Thompson	Director of Policy and Commissioning, OPCCN
James Stone	Head of Performance and Scrutiny, OPCCN
Simon Atherton	Independent Custody Visitor (ICV) Scheme Administrator

#### 1. To receive apologies and details of any substitute members attending

- 1.1 Apologies were received from Cllr Jade Martin and her substitute Cllr Trevor Wainwright, Cllr Graham Carpenter, Cllr Tristan Ashby (substituted by Cllr Alison Webb) and Cllr Beth Jones (substituted by Cllr Cate Oliver).
- 1.2 It was also noted that Chief Constable Paul Sanford had sent his apologies.

#### 2. Minutes

- 2.1 The minutes of the meeting held on 27 April 2023 were agreed as an accurate record and signed by the Chairman.

### **3. Members to Declare any Interests**

3.1 There were no interests declared.

### **4. To receive any items of business which the Chairman decides should be considered as a matter of urgency**

4.1 There was no urgent business was discussed.

### **5. Public Questions**

5.1 No public questions were received.

### **6. Police and Crime Commissioner for Norfolk's Draft Annual Report 2022-23**

6.1 The Panel received the PCC's draft annual report for 2022-23 which presented the progress made during the last financial year in meeting the Police and Crime Plan. The report also provided performance metrics for each of the priorities and an overview of the main areas of activity.

6.2 The Chairman thanked the PCC for the information provided and asked the PCC to introduce the report.

6.2.1 In introducing the report, the PCC highlighted that the report covered year 2 of the PCC's three-year term and was the first annual report since the introduction of a quarterly reporting cycle. The PCC reported that policing had had a difficult year with various negative press stories, but despite this Norfolk was doing well, with Police Officer numbers rising, crime levels decreasing and public confidence had remained at a constant level. The OPCCN had launched the Norfolk Integrated Domestic Abuse Service (NIDAS) and had also secured various streams of funding for commissioned services. Additional officers required by the uplift target had been achieved on time and had exceeded the nationally required number of 224. The PCC reported that crime statistics were generally down and where they were not, good work was being done to reduce them. In referring to table 5, page 111 of the agenda, the PCC noted that public confidence had remained at a high level with 85% believing that Norfolk Constabulary were doing a good job, and 79% of respondents had confidence in the policing of their local areas. The Crime Survey of England and Wales which was published on 19 October 2023 had placed Norfolk Constabulary top for the percentage of public who rated their Constabulary good or excellent when asked how good the Police were in their local area. Norfolk continued to be one of the safest counties to live and the PCC offered his congratulations to those who worked or volunteered in the police or crime arenas.

6.3 The Chairman thanked the PCC for his introduction. During the discussion, the following points were raised:

6.3.1 With reference to the term 'other income' on page 58 and page 59 of the agenda, the PCC explained that the core income came from a Home Office grant and the precept. There was additional non-core funding of £28 million in the current financial year which was specific funding such as additional funding to support the

police uplift programme. This was non-negotiable funding and would be categorised as 'other income'. It would also include fees and charges such as for football matches which were also set nationally.

- 6.3.2 The PCC explained that the term 'secondary abandonment' referred to those 101 calls that the control room received from other blue light services which then had to be put on hold due to higher demands or priorities which were then received.
- 6.3.3 On page 91 of the agenda the referrals into the Norfolk Community Law Service using the Ministry of Justice Domestic Abuse Sexual Violence Ringfenced Fund were higher than the actual support levels carried out. The Director of Policy and Commissioning explained that the support levels were lower predominantly due to the assessment process of the individual after being initially referred.
- 6.3.4 The PCC highlighted that the answering of 101 calls was a problematic area. Call handlers answered 101 calls when they were not answering 999 calls. There was a priority service in place to deal with 101 calls but there was a greater call abandonment rate. The PCC reported that he wished to introduce an Artificial Intelligence service to answer 50 101 calls simultaneously and route them accordingly. The PCC recognised that the 101 issues could be a reputational risk when callers were moved on if other priorities.
- 6.3.5 The Panel referred to table 9 on page 113 and asked if there were any 999 calls that were not answered. The PCC explained that Norfolk Constabulary had the fastest call answering time in England and Wales. The target time to answer a 999 call was approximately 8 seconds and there was a very low abandonment rate. On rare occasions a call could be answered just outside of the target time due to the high number of calls. The PCC confirmed that all calls that had stayed connected to the Constabulary would have been answered as they would have been recognised as an emergency.
- 6.3.6 The Panel referred to page 55 and page 56 of the agenda and the detail regarding road safety. They noted that over the last 20 years the number of deaths on the Norfolk roads had decreased. The PCC was asked if he was comfortable that the Constabulary were addressing all four of the 'Fatal Four' and were not concentrating too much on one of those. Road safety was high on the PCC's priority list and he reported that the Constabulary were carrying out as much road safety as possible against other competing priorities and the resources available. However, he acknowledged that people were still losing their lives on the roads, including 39 in the last year which was tragic for all concerned. The PCC admitted that he would want to have more resources in the hope that it would reduce the casualty total.
- 6.3.7 The Panel noted that the public perception survey figures on page 111 of the agenda stated some encouraging figures with 80% of the public reporting that the Police were doing a good job. However, it was also noted that there was a 20-26% drop in satisfaction relating to areas such as anti-social behaviour and the Police understanding of crimes in the community. In responding to the question, the PCC acknowledged that the Constabulary were dealing with crime as well as the perception of crime. Much of the public hoped that when there was an incident, the Police would come immediately and deal with the situation, however this was not always possible as each call was prioritised based on the seriousness of the incidence. If an incident such as anti-social behaviour was not

dealt with at that time, it could be followed up by a Beat Officer in the following days if they were not needed elsewhere. The PCC did highlight that anti-social behaviour was an area which would be receiving extra funding from Government for new initiatives and resources.

- 6.3.8 The Panel noted that table 11 on page 114 of the agenda indicated that there had been a 258% increase in the disruption of serious and organised crime. The Panel questioned the PCC if he was confident that was an accurate reflection of the work being carried out within the Constabulary or were there other factors. The PCC confirmed that it was a combination of a few factors. There was some very good work being done which was led by the Eastern Region Serious Organised Crime Unit (ERSOCU) of which Norfolk had representation and there was a joint Norfolk and Suffolk Serious Organised Crime Capability. There had also been a change to the crimes that were recorded following some feedback by an HMIFRS Inspection. The PCC was confident that these figures related to Norfolk alone.
- 6.3.9 With reference to page 74, point 7.3 of the agenda, the PCC explained that that the third priority focus of “promoting a co-ordinated countywide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours / criminality” was about having a public health approach to a very complex area. The Police could respond to individual incidences about violence against women and girls but it was a very complex area and needed to be a public health approach, and this was where NIDAS could assist. A lot of the violence within relationships did not get reported as a crime, as it could be reported elsewhere to other charities and agencies. This was often preferred by the victim as they would rather not re-live the situation to a Police Officer. VAWG was a deep society issue, and the PCC reminded the Panel that the Constabulary could only help with the criminal aspects.
- 6.3.10 The PCC noted that 20% of serving Police Officers had some kind of mental health issue. ‘Right Care, Right Person’ was an initiative that would enable workloads to be reasonable and allow statutory care to be picked up by those agencies where they should sit. It would hopefully generate 40 additional Officer hours per day. Police Officers had to deal with unpleasant situations and incidents, and also deal with the pressure that the public put upon them.
- 6.3.11 The Panel noted that the number of active County Lines had reduced by 59% since 2019, as reference on page 78. The PCC reported that as a result of Norfolk Constabulary identifying the County Line business model in recent years and working with the Home Office and other Constabularies, Norfolk had and were sustaining 100% conviction rate and 100% guilty plea rate. If a County Line were to be disbanded, it would be filled by another supplier which could then add to the gangs and knife crime problem which currently was not an issue in Norfolk.
- 6.3.12 With reference to page 63 of the agenda, the PCC highlighted that he had attended Easton College, City College and would be attending Lowestoft College talking to groups of students about the role of the PCC and policing. In response to the Panel’s question regarding the opinion of young people in the County, the PCC explained that this was on his radar as he was looking at bringing in a young person over the age of 18 to attend the Independent Advisory Group (IAG). Having identified a potential candidate, they would represent the youth voice. A lot more work was being done with the youth and the Director of Policy and



Commissioning explained that the young people who currently sat on the IAG provided a critical friend role and offered a different dynamic. He agreed that that section of the report could be expanded to include details of the outcomes, including the opinions of the young people and session attendee numbers, of those visits of the PCC to the educational establishments previously mentioned. The PCC added that he would be very pleased to attend other colleges in the county,

- 6.3.13 The question-and-answer sessions in Norwich and Great Yarmouth had not been well attended with the few that did attend receiving a more informal one to one session. However a meeting specifically concerning road safety which Duncan Baker MP had organised was well attended by approximately 150 people and had been a very useful meeting. Based on this, the PCC suggested that meetings that dealt with specific issues could be held.
- 6.3.14 The review of the Safer Neighbourhood Action Panel process had not yet been considered by the PCC but it was expected that he would be briefed in due course. He was keen to promote SNAPs and for Parish Councils to nominate an attendee. He felt that it was not feasible for Police Officers to attend Parish Council meetings due to the number of parishes in Norfolk and the time could be better spent on Police matters. The PCC tried to attend at least one SNAP per month.
- 6.3.15 The Panel asked for assurance from the PCC regarding the void that could happen in the process with agencies in the implementation of 'Right Care, Right Person' The PCC explained that currently the Constabulary received 27,000 (74 per day) calls per year to their control room which related to mental health which was approximately 1 call in every 6. Currently 70% of those calls were responded to the Constabulary. With the implementation of 'Right Care, Right Person' the aspiration was to reduce that response rate to 40%. The Constabulary had a statutory duty to attend to call where there was an immediate threat to life or immediate harm, and this would undoubtedly remain the case. The calls which they wouldn't be attending were those which did not evidence an immediate threat to life or harm. 'Right Care, Right person' had initially started in Humberside in 2019. Norfolk would be one of last Constabulary nationally to implement it and this had been intentional so there had been opportunity to monitor how it worked elsewhere, learn lessons, and ensure agencies had capacity to respond to those calls which would be their responsibility. There was a worst-case risk where someone was left who should not be left and the Constabulary had a duty of care to their Officers to ensure that the system worked. It would be implemented in December 2023 or January 2024 which ensured that all the agencies had the cover in place to respond to those calls that the Police would no longer be respond too. It was inevitable that there could be initial problems, and these would be dealt with on an individual basis. The Panel would monitor how the system worked, and the PCC assured the Panel that there was not a casual attitude to this process and the aim was to ensure that there was not a gap in the cover of responding to the calls.
- 6.3.16 The Panel observed that it was possible that people from different demographics may have different perceptions of crime and asked the PCC whether it would be possible to drill down into the public perceptions data in the report to better understand that. The PCC confirmed that the data in the report consisted of headlines from the Crime Survey of England and Wales and referred to a recent

Constabulary presentation which he thought might further break down the data with additional demographic and geographic detail. If that was the case, he would make that available to the Panel. The PCC confirmed that the survey was used because it was entirely independent of Norfolk Constabulary.

- 6.4 At this point in the meeting, the Panel took a 5-minute break.
- 6.5 Following discussion, the Panel agreed that it wished to make the following recommendations to the PCC:
- 1) That more detail might be provided in the Annual Report, in the section on promoting a countywide response to Violence Against Women and Girls (VAWG), to provide some additional depth to how this has been done.
  - 2) That more detail might be provided in the Annual Report about youth engagement, to demonstrate the extent to which the PCC had sought to hear the views of young people on policing and community safety in Norfolk.
- 6.6 The Panel agreed that the Chairman would write a letter to the PCC to confirm the outcome of the Panel's discussion, in place of a report.
- 7. Independent Custody Visitor (ICV) Scheme – Annual Report 2022-23**
- 7.1 The Panel received the annual report 2022-23 which provided an overview of the scheme and outcomes from visits between 1 April 2022 and 31 March 2023.
- 7.2 The Chairman thanked the PCC for the report and asked him to introduce the report.
- 7.2.1 In introducing the report, the PCC explained that scrutiny was a core part of his role and this scheme provided him with a level of scrutiny that was on the ground. It was essential that whilst detainees were in the care of the Constabulary they were treated with care and dignity as many were possibly quite vulnerable. He also highlighted that the Norfolk ICV Scheme was acknowledged nationally as good practice and therefore the public could be reassured.
- 7.2.2 The ICV Scheme Administrator added that the scheme was considered to demonstrate good practice because of the good work of the volunteers. He highlighted that the scheme volunteers assisted the Constabulary through their Scrutiny Panel and issues currently being reviewed included the use of strip searches and how juveniles were treated as detainees.
- 7.3 During the discussion the following points were noted;
- 7.3.1 Recruitment and retention of the volunteers nationally post pandemic had been difficult. There was excellent retention in Norfolk and part of the ICV Administrator's role was to maintain engagement with the volunteers. This was achieved by meeting regularly, a monthly newsletter, and ensuring that the volunteers were valued as part of the wider Police community with access to certain employment benefits. It was hoped that this would lead to better retention. If volunteers chose to leave the scheme, the reasons why were closely reviewed in an aim to improve the scheme. A leaving interview and service award was also given.

- 7.3.2 With regards to page 137, the Panel identified that most visits to the Police Investigation Centre (PIC) took place Monday to Thursday 7am to 7pm, with nighttime visits much less. The ICV Administrator explained that the volunteers were those who still had very busy lives. Although the visits were varied and unexpected, those volunteers visiting King's Lynn sometimes had an 80-mile round trip and wanted to avoid traffic which meant that most visits ended up being between 10am and 1pm. It was important to be reasonable to the volunteers when asking for visit times whilst still having visits taking place 24/7. If the service asked volunteers to visit at unreasonable times of the day and night, there was the risk that the volunteers would leave.
- 7.3.3 In referring to page 140 of the agenda, the Panel asked how many volunteers would be able to take on the responsibility of a ICV to those arrested under the Terrorism Act (TACT) once the additional training had taken place. The ICV Administrator explained that those detainees would spend very little time in the regional PIC with them being swiftly moved to the national centres of London or Manchester. Norfolk had one volunteer who was trained in that area and has been part of the Eastern region rota for three years without being called upon. There was further discussion to be held in November about the viability of having TACT trained volunteers without being utilised.
- 7.3.4 The Panel thanked the work of the volunteers and questioned if there was any effort being made to recruit the younger volunteers. Although efforts were made to recruit those up to the age of 45, those were the hardest to recruit and had the highest turnover. It was important that those recruited, regardless of age had a broad range of skills who could talk to the detainees as well as question and challenge the Constabulary about things that might have been identified on the visit.
- 7.3.5 Councillors offered to help promote the scheme as much as they could. The ICV Administrator welcomed this and reported that the custody side of Policing was often the hidden side and therefore the scheme was not widely known about. He explained that the website had been updated with more details of the scheme and there were discussions with the communications officers in the OPCCN to help widen the knowledge of the scheme.
- 7.3.6 The ICV Administrator reported that he was only aware of one incident across the country that had occurred in the past. All interactions with detainees were risk assessed and discussions were held with the custody sergeant and the ICV. Vulnerable detainees were prioritised and if a detainee was unable to be seen for any reason the ICV had the power to inspect the ICV custody record to ensure that the Police had been doing their job and the detainee had been given access to the relevant services. The biggest demand of the ICV was the number of visits which could be 2-3 visits per month of up to 4 hours per visit and having to write a report. The biggest barrier to overcome was the environment of the PIC where there could be bad language, demanding situations, and unpleasant smells.
- 7.4 The Chairman reminded the Panel that a visit to the PIC would be very useful for Panel members and this was being organised. A link to the ICV website would be circulated to Panel Members to help them raise awareness about the scheme.
- 7.5 The Panel **NOTED** the report and commended both the ICV Scheme manager and

Norfolk's ICVs for the work they did to ensure a safe environment for detainees

## 8. PCC Complaints Monitoring Report

8.1 The Panel received the report reviewing complaints received since the last monitoring report was received on 27 April 2023.

8.2 The Panel **NOTED** the report.

## 9. Complaints Policy Sub Panel

9.1 The Panel received the report giving an update from the Complaints Policy Sub Panel.

9.2 The Chair of the Sub Panel highlighted the following points:

- On 31 August 2023, the Government introduced the granting of powers to Chief Constables in the determination of Officers. The Sub Panel were actively monitoring this with OPCCN to gain further insight of this challenging topic.
- Clarification was needed on the qualification requirements of the Legally Qualified Chairs and the associated panel members. This had been a particularly challenging time for PCC's and was being continually monitored.
- Statistics relating to the time taken for the review of complaints due to the complexity of the complaints and the complaints upheld percentage were shared and the Sub Panel had noted these.
- The Independent Office of Police Conduct had shared some performance data analysis and there had been improvement but there were still challenges. The Sub Panel had noted the importance of maintaining effective collaboration.
- There had been no complaints received towards the PCC.
- The OPCCN had expressed their commitment to the Sub Panel's approach and acknowledged the effective communication between them.

9.3 The Panel **NOTED** the report.

## 10. Information Bulletin – questions arising to the PCC

10.1 The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.

10.2 The PCC reported that the Community Safety Partnership alongside other agencies in the County had moved with commendable swiftness following the Hamas attack on Israel on 7<sup>th</sup> October 2023. So far, the PCC was not aware that there had been any specific issues with antisemitism although there had been some small pro-Palestinian rallies. The Director of Policy and Commissioning added that they had been working with Norfolk Constabulary on a dashboard alert

system which captured any concerns and enabled the appropriate community groups to be brought together at that point to act accordingly.

- 10.3 The delay of the publication of the 2022/2023 public accounts was due to the lack of auditor resources, which is a national issue. There was due to be a meeting between OPCCN and the auditors the following week and the Panel would be kept updated. The Panel expressed their concern at the delay of the completed audits for the OPCCN and for those of Local Government who were experiencing similar issues.
- 10.4 The PCC reported that the Collaboration meetings between the PCC and the Suffolk PCC were now private meetings following the reconfiguration of the meetings in 2022. He reported that the meeting on 4 October 2023 was the first one of 2023 and the next meeting would be held in February 2024.
- 10.5 The Panel **NOTED** the report.

## 11. Work Programme

- 11.1 The Panel received the work programme for the period January 2024 to October 2024.
- 11.2 The rearranged visit to the Constabulary's Hethersett Old Hall School training facility and the combined visit to the Police Investigation Centre and Control Room would be organised.
- 11.3 The Panel **AGREED** the work programme.

Meeting ended at 1.17pm.

**Air Commodore Kevin Pellatt, Chairman,  
Norfolk Police and Crime Panel**



**Police and Crime Commissioner for Norfolk's proposed police precept for 2024/25**

**Suggested approach from Jo Martin,  
Democratic Support and Scrutiny Manager**

The Panel is recommended to:

- 1) Note the Police and Crime Commissioner for Norfolk's Revenue Budget and Capital Programme for 2023/24, the Medium-Term Financial Plan 2024/25 to 2027/28, and the funding and financial strategies.
- 2) Decide whether it supports the Police and Crime Commissioner for Norfolk's proposed precept for 2024/25 and agree the content of the Panel's report which must be made to the Commissioner.

*The PCC has confirmed his proposed precept for 2024/25; to increase council tax by 4.28% per annum (£12.96 at Band D).*

- 3) Agree to meet at 11am on 21 February 2024 to review a revised precept proposal, should it decide to veto the precept proposal at today's meeting.

## **1. Background**

- 1.1 The Police Reform and Social Responsibility Act 2011 ("the Act") requires the Police and Crime Panel ("the Panel") to review the Police and Crime Commissioner ("the PCC") for Norfolk's proposed precept (the amount he wants to raise from Council Tax) for the forthcoming financial year.
- 1.2 The Regulations require:
  - the PCC to notify the Panel of his/her proposed precept by 1 February 2024;
  - the Panel to review and make a report to the PCC on the proposed precept (whether it vetoes the precept or not) by 8 February 2024;
  - where the Panel vetoes the precept, the PCC is to have regard to and respond to the Panel's report, and publish his/her response, including the revised precept, by 15 February 2024;
  - the Panel, on receipt of a response from the PCC notifying it of his/her revised precept, to review the revised precept and make a second report to the PCC by 22 February 2024;
  - the PCC to have regard to and respond to the Panel's second report and publish his/her response by 1 March 2024.
- 1.3 The Panel may only veto the first proposed precept. For that purpose, the Panel must vote in favour of using its veto by the required majority of at least two-thirds of the Panel's membership (the full membership rather than those

present at a meeting; 8 or more members). Where a veto occurs, the report to the PCC must include a statement to that effect.

- 1.4 If the Panel fails to report to the PCC by 8 February 2024 the scrutiny process comes to an end. Even if the Panel has voted to veto the proposed precept, the PCC may issue it.

## 2. The proposed precept for 2024/25

- 2.1 The PCC launched his police budget 2024/25 consultation on 4 September 2023, in which he stated:

*“Every pound the constabulary spends is precious, and His Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) agree that Norfolk Constabulary is ‘Outstanding’ at delivering value for money.*

*Sometimes, however, achieving value for money alone does not mean the constabulary can meet all the growing demands placed on it or make the necessary investments required to ensure services meet expectations, such as call times for 101 calls.*

*To meet increased demands and costs, the law currently allows me to raise the policing element of council tax by just short of £10 a year (£9.99) for a Band D property. However, an increase of £10 would still leave the constabulary short of £3.9 million for 2024/25 against current spending plans.*

*As in previous years, I am aware and concerned about the pressures on household budgets and the impact an increase in council tax could have for many. However, I am also conscious of the need to maintain the service Norfolk Constabulary currently provides to you, your loved ones, and local communities.*

*The decision I must make is not straightforward or easy and involves balancing several complex factors, including your views.*

*To do this, I have decided that, during this year’s consultation, we must have an open and frank conversation about the funding challenges that policing faces.*

*I would specifically like to hear which areas of policing and services you think should be priorities in my spending plans, and if you are prepared to pay more to ensure these are protected in the future.”*

- 2.2 The public consultation closed on 24 November 2023 and the results are attached at **Annex 1 (Appendix I)** of this report.
- 2.3 The PCC has confirmed his decision to propose a 4.28% increase. This decision has been made in light of current budget pressures, the core priorities set out in his Police and Crime Plan and on the basis that:
- a) The precept needs to be seen not as a one-off decision in relation to next year, but as part of a strategy in relation to the changing demands on policing over the medium to long-term.
  - b) Norfolk Constabulary continues to face significant service pressures due rising demand, rising costs and the changing nature of crime.

- c) Advice from the Chief Constable has been considered alongside views from the community, key stakeholders and public-sector bodies in the police, community safety and local criminal justice areas.

2.4 Details of the budget and financial outlook supporting the precept proposal are attached at **Annex 1** of this report, which includes the following information:

Appendix A	Police Grant 2024/25
Appendix B (i)	Budget and Medium Term Financial Plan 2024/28
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2.5 The Panel will wish to note the PCC's Revenue Budget and Capital Programme for 2024/25 to 2027/28, the Medium-Term Financial Plan 2024/25 to 2027/28, and the funding and financial strategies as background information for its consideration of the proposed precept. It is not required to approve the budget or make recommendations on the allocation of resources.

2.6 The funding and financial strategies are based on the provisional police funding settlement that was announced on 14 December 2023, local tax base figures and planning assumptions regarding future funding levels, on-going commitments and capital expenditure plans.

2.7 In preparing the 2024/25 Revenue Budget and Capital Programme, his Medium-Term Financial Plan 2024/25 to 2027/28 and funding and financial strategies, the PCC and Chief Constable and their Chief Finance Officers have followed the requirements of the Financial Management Code of Practice. Consideration has been given to the robustness of budget estimates and saving proposals, and the level of resources needed to meet the Strategic Policing Requirement and deliver the Police and Crime Plan for Norfolk.

2.8 The PCC's Chief Finance Officer, in partnership with the Chief Constable's Chief Finance Officer, has advised the PCC and Chief Constable on the level of risk and the adequacy of reserves in preparing the draft budget proposals. These are referred to throughout the report.

### **3. Suggested approach**

3.1 The PCC will attend the meeting to answer the Panel's questions and will be supported by members of his staff, including his Chief Executive and Chief Finance Officer, together with the Chief Constable (subject to operational commitments).

3.2 Norfolk County Council's Director of Financial Management will attend to provide independent financial advice to the Panel if required. He has considered the financial assumptions underpinning the PCC's budget proposals for 2024/25 and beyond and has discussed these with the PCC's



Chief Finance Officer. The assumptions are considered to be reasonable and realistic in light of the current understanding of future funding levels, but will need to be kept under continued review.

- 3.3 After the PCC has presented his report, which may include a contribution from the Chief Constable, the Panel may wish to question him on the following areas:
- a) The key messages received through the public consultation;
  - b) The rationale for the PCC's precept proposal and how it aligns with the resources required to deliver the priorities set out in the Police, Crime and Community Safety Plan for Norfolk;
  - c) The funding context: What the grant settlement means for Norfolk, including the pension support grant and availability of other bid-based funding schemes;
  - d) How successful the PCC has been in securing additional government grant funding through other bid-based schemes;
  - e) The impact of inflation and the Chancellor's Autumn Budget Statement 2023;
  - f) The service and financial planning process;
  - g) Service and funding pressures;
  - h) The cashable savings and efficiencies achieved through collaboration (local and regional) and the Change Programme;
  - i) Opportunities for further cashable savings and efficiencies through future collaboration plans (local and regional);
  - j) Implications arising from the reduction in the capital grant since 2015/16 and the affordability of the capital programme, which has previously been funded mainly from internal borrowing and reserves but now requires external borrowing;
  - k) The level of risk and the adequacy of reserves;
  - l) Any implications for the PCC's commissioning strategy, and the projects and services currently funded;
  - m) Progress with the development of a new Police Funding Formula, postponed from 2018/19 to follow the next Spending Review, alongside the development of a new vision for policing;
  - n) The implications of a 0% precept increase (a freeze) this year;
  - o) How the forecast budget gap will be bridged;
  - p) Whether the PCC is satisfied that, having increased the precept by the maximum amount last year, the commitments set out in his 2023-

24 consultation have been delivered (to continue to deliver the existing level of policing services to Norfolk residents).

#### **4. Possible outcomes from reviewing the proposed precept**

4.1 At the end of its review, the Panel must make a report to the PCC setting out whether it supports the proposed precept for 2024/25. This report must be published.

4.2 The Panel could:

- a) Support the proposed precept without qualification or comment.
- b) Support the proposed precept, but express reservations clearly stating the reasons why and, if appropriate, make recommendations to the PCC for his consideration.
- c) Agree not to support the precept and to set out the reasons why, but fall short of exercising the veto against it.
- d) Veto the proposed precept, stating whether this is because it is:
  - too high (in which case the revised precept must be lower than the previously proposed precept);
  - too low (in which case the revised precept must be higher than the previously proposed precept).

**The Act requires at least two-thirds of the Panel's membership (the full membership rather than those present at a meeting; 8 or more members) to vote in favour of using its veto.**

#### **5. Reviewing a revised precept**

5.1 Should the Panel decide to veto the PCC's original precept proposal, it is suggested that the Panel should agree to meet at 11am on 21 February 2024 to review a revised precept proposal.

5.2 On receipt of a response from the PCC notifying the Panel of a revised precept proposal, the Panel must review this and make a second report to the PCC by 22 February 2024. The Panel's report may:

- a) Indicate whether the Panel accepts or rejects the revised precept (although rejection does not prevent the PCC from issuing the revised precept).
- b) Make recommendations, including recommendations on the precept that should be issued.

5.3 If the Panel fails to make a second report to the Commissioner by 22 February 2024, the PCC may issue his revised precept.

#### **6. Action**

6.1 The Panel is recommended to:

- 1) Note the Police and Crime Commissioner for Norfolk's proposed Revenue Budget and Capital Programme for 2024/25, the Medium-Term Financial Plan 2024/25 to 2027/28, and the funding and financial strategies.
- 2) Decide whether it supports the Police and Crime Commissioner for Norfolk's proposed precept for 2024/25 and agree the content of the Panel's report which must be made to the Commissioner.
- 3) Agree to meet at 11am on 21 February 2024 to review a revised precept proposal, should it decide to veto the precept proposal at today's meeting.



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.



**Report to the Police and Crime Panel – 6 February 2024**  
**Proposed Precept for 2024/25**

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COMMISSIONER**  
FOR JUSTICE, FOR SAFETY,  
FOR NORFOLK



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## Executive Summary

This report sets out the proposed budget and precept for decision by the Police and Crime Commissioner (PCC). It delivers one of his key responsibilities as PCC, under the Police Reform and Social Responsibility Act 2011.

The report covers important factors and issues that the Police and Crime Commissioner (PCC) has had to consider in reaching a proposal on the level of precept for policing in the County of Norfolk.

This report sets out the:

- Net budget requirement for 2024/25
- Proposed precept for 2024/25
- Proposed medium term financial plan 2024/25 to 2027/28
- Outline capital budget 2024/25 to 2027/28
- Statement on soundness of budget and the adequacy of reserves.

The budget sets out the allocation of resources to deliver on the outcomes in the Police, Crime and Community Safety Plan for Norfolk. This plan gives strategic direction for policing in the county.

The central theme in setting spending plans is that they have taken into consideration the strategy and vision of the elected PCC. As part of setting out these financial spending plans, it is important to set out the issues that influence and contribute to the build of the budget for 2024/25 and the medium-term financial plan.

The PCC recognises the events that have occurred during the year, many of which are either predicted to continue into the new financial year, or the effects of which will still be relevant to the environment around policing and crime. The PCC also recognises the challenges that this creates to set a balanced budget which reflects the core objectives in the Police, Crime and Community Safety Plan.

In determining his budget proposals, the PCC acknowledges:

- Priorities within the Norfolk Police, Crime and Community Safety Plan
- National policies and strategies which are required to be delivered at a local level
- The operational advice and guidance provided by the Chief Constable
- Strategic Policing Requirement
- The outcome of public consultation

- The impact of the global economic conditions and the effect of price inflation on the cost of running a police service.
- Government policy on public spending, as set out by the Chancellor in the Autumn Statement and subsequent policing provisional grant settlement which was issued on 14 December 2023.
- Medium term financial obligations
- Prudent use of and contributions to the financial reserves
- The drive for continuous improvement and value for money
- The development of future collaborative arrangements and the risks involved
- Plans and policies of other partner agencies relating to community safety and crime reduction.

The first pillar of the plan is to 'Sustain Norfolk Constabulary' and this needs to be achieved through robust strategic, financial, and organisational planning over a medium-term period.

It is within this context that this report outlines the budget and financial impact of the 2024/25 precept option upon which the Police and Crime Commissioner (PCC) has consulted.

The report also sets out the Medium-Term Financial Plan (MTFP) 2024/25 to 2027/28 including the Capital Programme, together with various Financial Strategies that must be published by the PCC. A high-level summary of the precept option is set out in the table below. More detail is available on Appendix B(i).



Table 1 Forecast of Council Tax increase by 4.28% per annum (£12.96) from 2024/25, and 2% thereafter in 2025/26 and 2027/28

Forecast of Council Tax increases	Budget 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28
Pound Thousands	£000	£000	£000	£000
Total funding (grant and Precept)	(211,396)	(213,756)	(216,821)	(219,995)
Net Revenue Budget before changes and savings	208,846	213,381	217,976	222,624
<b>Revenue deficit before known changes</b>	<b>(2,550)</b>	<b>(375)</b>	<b>1,155</b>	<b>2,629</b>
Known and expected Changes	7,195	8,484	9,439	8,163
Planned Use of Reserves	(1,844)	(1,489)	(1,025)	(46)
<b>Revenue deficit before savings</b>	<b>2,801</b>	<b>6,621</b>	<b>9,571</b>	<b>10,746</b>
Planned Savings	(2,801)	(3,188)	(3,188)	(3,188)
Savings to be identified	(0)	(3,433)	(6,383)	(7,558)
<b>Revenue Deficit or (Surplus) after savings</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

The PCC has discussed with the Chief Constable every possibility to save money across current staffing capability and activity. The Constabulary has been forecasting an overspend in 2023/24 which is due to external factors and has highlighted how challenging producing a balanced budget is. This continued demand has put pressure on the budget process for 2024/25 requiring a budget gap of £3m to be closed and has severely restricted the opportunity to increase operational capacity.

Resources are limited moving forward and demand for policing services is growing, and policing cannot compromise. It is in this light, that the Police and Crime Commissioner (PCC), following public consultation, is recommending a 4.28% increase to council tax to contribute towards a balanced budget that helps maintain key services provided by Norfolk Constabulary but still sees some areas needing to reduce service levels. The shortfalls in funding pay awards that are nationally set, along with the significant pressure from inflation and other pressures mean that difficult decisions have had to be taken as to what services can continue to be maintained with the available funding.

In recommending an increase of the precept, the PCC has considered all the other sources of funds available and the constabulary's ability to make further savings before asking the public for their support.

## Recommendation

It is recommended that the Police and Crime Panel:

- a) notes the Revenue Budget and Capital Programme for 2024/25, the Medium - Term Financial Plan 2024/25 to 2027/28 and the funding and financial strategies, and
- b) endorses the Police and Crime Commissioner's proposed precept increase of 4.28% for 2024/25.

## Introduction from the Police and Crime Commissioner

One reason for electing a Police and Crime Commissioner is that PCCs have the statutory duty to decide what residents should pay in the police precept of council tax. During this year's consultation, I decided that we must have an open and frank conversation about the funding challenges that policing faces. I did this by going out much sooner than the 2023-2024 consultation, and by extending the consultation period to twelve weeks, this allowed me to tour the county to engage with more Norfolk residents and hear about which areas of policing and services were a priority for the future.

Exercising this statutory duty is probably the heaviest responsibility I bear. At one end of the spectrum, the law requires me to ensure that Norfolk has a financially efficient and operationally effective police force. At the other end of the spectrum, I am mindful that national taxation has never been so high and that, together with the current cost of living, paying more in local taxes further stretches the finite resources of households.

This report sets out the financial challenge I face in balancing the policing budget for financial year 2024-2025. It explains that 55% of the budget comes from the Treasury via a Home Office grant while the remaining 45% comes from the households of Norfolk via council tax. The report also explains what policing in Norfolk is forecast to cost in the coming financial year and forecasts a potential funding gap. The report continues to explain how I propose to close this gap and thus the need to increase the police precept once again.

I believe that the proposed additional investment in Norfolk Constabulary is both sound and necessary. Norfolk Constabulary has a good story to tell crime is down; convictions are up; and, after some difficult years, public confidence in policing is being restored. On this last point, the Crime Survey of England and Wales, published by the Office of National Statistics, shows that Norfolk is ranked top of the 43 forces in England and Wales for doing an 'excellent' or 'good' job with an impressive approval rating of 86%. Therefore, this would not be the moment to undermine progress by squeezing the policing budget more than it is already being squeezed by the effects of inflation and other cost pressures.

Norfolk is one of the safest counties in the country. That hasn't happened by chance. The 'thin blue line' has done, and is doing, a reliable job in keeping us safe and our property secure. However, operational effectiveness is driven by the fuel of funding. We need money to secure effectiveness and we need to spend the money we have as efficiently as possible in order to get the greatest value from every penny. The public may be reassured that this is happening, evidenced not least by HMICFRS' award in 2022 of a rare 'Outstanding' grade for our efficient use of resources.

I am asking Norfolk to pay more toward policing through the precept. I am also giving an assurance that this and all other taxpayers' money will be used efficiently. In return, our Constabulary will continue to work both to keep us safe and to further improve the policing service being provided to Norfolk.

## A view from the Chief Constable

Policing is operating in a difficult and challenging landscape. Crime continues to become more complex to investigate, the criminal justice system is experiencing huge backlogs in cases, and there's sustained scrutiny in our standards and culture within policing. I care deeply about these issues and my commitment to deliver exceptional policing in Norfolk is still as strong as the day I joined.

Since then, a lot has changed in society and in policing itself, however our commitment remains the same; to keep our communities safe and feeling safe. We know successful policing depends on getting the basics right and focusing on the areas of service that matter most to you, such as answering calls, getting to incidents, and investigating crime well. We've prioritised our resources in delivering these core services and results show this approach is working:

- We've been the second highest performing force nationally for answering 999 calls over the last 12 months (based on average time to answer).
- We have one of the highest crime detection rates in the country.
- Norfolk has one of the lowest burglary rates in the country.
- In the last 18 months we have significantly reduced our number of outstanding suspects.
- Our arrest rate is increasing, and above the national average.
- Norfolk ranked highest in the Crime Survey for England and Wales for the number of people who thought the police were doing a good or excellent job.
- The Office for National Statistics report that **crime has decreased by 9.5%** in the twelve months up to September 2023

We are proud of these achievements, and this is the standard we want to maintain. Our effort in doing so doesn't come without challenge. Demand is growing, calls to our control room are up by 14% and rapid population growth has caused officer numbers per head of population to reduce in the last 10 years, which impacts the service we can provide.

Funding from central government for 2024/25 has increased by 6% compared to the previous year. However, most of this funding will be needed to cover mandated pay and pension increases to our officers and staff, which are outside of the Constabulary's control. Like many organisations, we continue to face significant inflationary pressure due to the impact of increased costs of supplies and services, such as energy costs and fuel. The additional funding doesn't cover this and we're doing what we can to address this locally, identifying savings where possible through well-established budget monitoring processes.

We have a proven track-record of making the best use of every pound given to us, evidenced by His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) which graded the force as 'outstanding' for financial management and how we use our resources.

We know how valuable our resources are and we make sure they are used as effectively as possible which is why we look to exploit advances in technology and work with partners to reduce demand on policing where it can better be addressed elsewhere, such as health and social work.

With 75% of policing budgets locked into pay and long-term contracts, finding further savings with no service impact has been difficult. Through our annual planning process, we have identified nearly £3m of savings, but we need further support through an increase in precept to maintain the levels of standard the public of Norfolk have come to expect and deserve.

**Chief Constable Paul Sanford**

## Section 2 Priorities and Challenges facing Norfolk.

### Financial Challenges

The decision on the level of the precept/council tax, the Revenue Budget and Capital Programme needs to be seen in the context of the funding envelope (the total of the precept and government grants), and the pressures on the policing service, for example the changing nature of crime increasing demand and more complex investigations.

This year has also seen yet more significant unavoidable cost pressures resulting from the high rates of inflation, and the resulting pressure this has put on pay settlements for both police officers and police staff. This has put police budgets under significant strain and will continue to impact over the period of the medium-term financial plan (MTFP).

There has been in year pressures in 2023/24 which have resulted in a forecast overspend of £0.9m (0.44% of net revenue budget) at the time of writing the report. This has been due to partially funded pay awards, rising costs especially around utilities and increased demand.

The constabulary is taking steps to reduce this forecast overspend during the remainder of the year by looking at vacancy management, controlling discretionary spending and increasing income streams where possible. However, in the current financial climate this is challenging and puts pressure on the budget process for 2024/25.

This report sets out the impact of the cost pressures, the grant settlement, the approach to generating savings and any necessary efficiencies, and the precept recommendation. All of these are required as a coherent strategy to balance the budget.

The budget setting process and the MTFP takes the priorities contained within the Police, Crime and Community Safety Plan (PCCSP) 2022-2024 into account. The PCCSP has six pillars and is underpinned by prudent budgeting and financial planning alongside ethics and standards in policing. Sustain Norfolk Constabulary is just one of the pillars, this includes gaining best value from Constabulary and OPCCN funding.

Challenging times continue in the medium-term due to the requirement to fund pay and non-pay inflation, tackle increasing demand on policing, the increasing complexity and cost of investigations, and manage pressures from other local, regional and national programmes and statutory changes. With the government targets on increasing police officer numbers and maintaining them through to at least 2024/25, savings requirements will have to be met from a much smaller proportion of our budget that excludes officer pay. For 2023/24 this was £55m that the constabulary can make savings from compared to the total gross budget of £223m. The challenge to deliver these savings without significantly reducing the service to the communities of Norfolk becomes harder each year.

It is critical therefore, that the plans set out in this report ensure that the budget is not only balanced for 2024/25, but that there is financial resilience in terms of planned spending and reserve levels over the medium-term.

The PCC has been fully involved with the budget setting process during the year with regular briefings on the financial position and the Outcome Based Budgeting process (OBB). These sessions enabled the PCC to explore several options and the impact of potential financial decisions. The precept decision was drawn out of this process.

The decision on precept must also be seen, not as a one-off decision in relation to next year, but as part of a strategy in relation to the changing demands on policing and police and OPCCN budgets over the medium to long-term. That position is even more relevant this year, with the high level of inflation, and the Autumn Statement from the Chancellor on 22<sup>nd</sup> November. With the economic picture remaining volatile and uncertain, and with significant unavoidable cost pressures foreseeable for the medium-term, a precept strategy that helps the PCC meet his outcomes in the PCCSP is required.

The precept options and budget proposals within this report are made within the context of a rolling four year strategic and financial planning cycle. The figures contained within the strategy are based upon current information and the stated assumptions.

The increase nationally of £922m in government funding announced for the 2024/25 police settlement, while welcome, is dependent on all PCCs precepting by the maximum of £13 per annum. In addition, £515m of the £922m relates to funding already announced earlier this year to cover part of the 7% pay increase for officers and staff. Norfolk's share of the £515m does not fund the total cost of the pay bill, leaving the force funding the first 2.5% increase and then needing to find a further £750k of savings each year.

£259m of the £922m provides forces with the funds required to pay mandatory increases in their contribution to the police officer pension fund. The remaining £148m of the £922m is money already promised to forces in the 2021 Spending Review. In summary, all the £922m is already allocated for specific spend and does not help provide additional funding for increased capabilities.

In addition, there are unavoidable cost pressures such as 151% increase in audit fees following the recent Public Sector Audit Appointments procurement process. The OPCCN bears the brunt of the increase as it provides the group accounts for the corporations. There are other pressures around high levels of demand, the need to investigate more complex crimes, additional regulation and legislative changes alongside increased necessary expenditure on ICT.

The decisions taken to balance the budget have been extremely challenging and have meant operational decisions have had to be taken to look closely at a range of service areas to ensure a balanced budget.

In accordance with the requirements of the Police and Crime Panel (Precepts and Chief Constable Appointments) Regulations 2012, a precept is proposed for 2024/25.

## Crime and Incident Trends

Norfolk remains a very safe county, the number of domestic abuse, rape and serious sexual offences and serious violence have started to fall this year. This, however, follows many years of increases compared to 2019 levels, for example, domestic crime is 12% higher, rape is 14% higher and serious sexual offences 19% higher. These are some of the most complex and demanding investigations the service has to undertake, and they require a highly skilled workforce. Domestic abuse crimes have reduced over the last year (down 18%). However, the constabulary still recorded over 11,100 domestic related crimes which make up 18% of crimes recorded by the force<sup>[1]</sup>. Nearly all of these areas of demand relate to crimes that occur behind closed doors and in family settings. They require sensitive investigation, but the Constabulary has a determination to identify these offences and bring offenders to justice. In recent months the constabulary has had the highest positive outcome rate in the country.

Crime recording changes in Spring 2023 had an impact on the number of crimes being recorded by the Constabulary. The changes lead to decreases recorded in certain crime types such as stalking & harassment and violence without injury, while other crime types such as rape and other sexual offences and shoplifting remained the same or increased in 2023. Despite the reduction in recorded crimes, an average of 170 crimes a day were reported to police between April and October 2023.

On average, 374 999 calls are being received a day. This is 11% higher than the 999-demand last year (13,600 extra calls a year) and 25% more than in 2020. Despite this increase Norfolk Constabulary routinely provide one of the speediest services in the country for answering 999 calls. The number of calls received into the switchboard (101 service) for the last 12 months to November 2023 was 677 calls per day, which is also an increase, up 3% (6700 calls per year) compared to the same time last year. In addition, the public are increasingly using other methods to contact the police – in recent months Live Chat and Single Online Home have been used 3000 times per month - 15% of non-emergency contact. The Constabulary has invested in improved website services and switchboard functions. The Local Policing Delivery Unit (internal continuous improvement team) continue to be engaged in the demand management review with a focus on the Contact and Control Room and the management of volume crime.

The National Uplift Programme continues with police officers being deployed in areas of highest demand. In addition to the County Lines team that was set up last year, a new Community Policing Team went operational in December 2021. The team supports local policing through, high visibility patrols, the management of problem-solving plans and

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<sup>[1]</sup> Percentages taken from the National Police and Crime Measures dashboard



assisting with engagement events and other community initiatives. The team compliments the work being done by neighbourhood teams to manage demand in the community and, working with partners, find long-lasting solutions to the problems identified in local areas. Since April 2022 the team have conducted 486 deployments totalling over 5300 officer hours focussed on engagement and visible policing.

Since April 2023 the team have conducted 180 deployments totalling over 2700 officer hours focussed on engagement and visible policing. A significant investment was also placed into four Community Support Units, where officers who have completed their tutorship spend the remainder of their first year honing their skills in visible, proactive policing. This has added between 40-50 officers into frontline uniform policing and contributing to the improvements in the solving of crime and delivery of response policing. Norfolk is one of the highest performing forces with regards to the solving of crime in the country.

With the increase in demand of complex investigations, developing the capability of the workforce is an organisational priority. The constabulary has also made significant investment in the Police Education Qualification Framework (PEQF) that will see benefits delivered in terms of equipping students with increased levels of skills before they start their careers. The PEQF programme started in April 2022 and almost 300 officers have now embarked on this course, with the first officers due to complete their studies in April 2024

### **Delivery of 2023/24 outcomes – what is being achieved.**

The PCC continues to fund the delivery of his Police, Crime and Community Safety Plan, with the six pillars. The PCC has continued to prioritise investment to deliver his plan and ensure Norfolk Police has the resources it needs to effectively respond to the demands and challenges our community continues to face. The priorities have included further bolstering of police officers to increase visibility, allocating resources to increase the outcomes for victims and ensure offenders are brought to justice.

As a result of working with the Chief Constable and his team, the PCC has made progress against the objectives in his Plan, some of which are highlighted below.

#### **Pillar 1 – Sustain Norfolk Constabulary**

Norfolk and Suffolk Constabularies have rolled out the Intune (Mobile Data Management- MDM) solution in April 2023 that allowed forces to end some existing old expensive blackberry mobile contracts with a more cost effective and efficient mechanism for managing their mobile devices.

To improve the timeliness and quality of crime investigations, Operation Discovery was launched in the King's Lynn and Breckland policing districts. The success of this pilot

resulted in force wide implementation in April 2023 which has seen an improvement in not only the timeliness of investigations but also the rate of positive outcomes.

The updated ICT Strategy launched in June 2023 with a focus on the core architecture, strategic principles, deliverables, and metrics to ensure it meets the future national and regional digital needs of policing.

In relation to Estates management, during the current financial year a new Carbon Reduction and Environmental Action Plan has been implemented for 2023 to 2030 along with a new Biodiversity Action Plan for 2023 to 2030. Progress is monitored and reported through the Estates Governance Board to the Police and Crime Commissioner. It should be noted that due to the funding constraints outlined in this report, investment in Carbon Reduction will require additional central government funding.

## **Pillar 2 – Visible and Trusted Policing**

There have been improvements across public perceptions of policing in Norfolk over the last 12-month period, including increased confidence that the Constabulary will deal with crime and anti-social behaviour issues that matter, increased confidence that the police understand the issues affecting communities, and increased satisfaction with the level of local policing. These improvements have been delivered against a backdrop of challenging national reputational issues for the police service.

Beat Managers and the Community Policing Team continue to be protected assets, with ownership and accountability for dealing with local crime and anti-social behaviour issues. These officers work visibly in communities, patrolling local neighbourhoods, responding to community concerns, and providing reassurance.

A new Neighbourhood Policing performance framework dashboard is being developed which will enable the Constabulary to better understand the service being delivered across the county and improve the consistency and prioritisation of neighbourhood policing.

Visibility and engagement continue to be delivered through many different approaches, including 'Park, Walk, Talk' patrols and street surgeries. The Constabulary has used data from the StreetSafe public reporting digital application to target patrols in areas where people have raised concerns that they feel unsafe.

The force's Engagement Plan was launched at the start of October 2022. The plan provides officers with greater clarity and direction around why, how, and what to do when engaging with communities. Importantly, the Engagement Plan places emphasis on a 'quality over quantity' approach to recording engagement, which may account for some of the above reductions in some categories.

### **Pillar 3 – Tackling Crime**

Norfolk Constabulary started the year as one of the highest performing police services in terms of achieving positive outcomes at 15.7%. From 2nd best out of the 43 forces, Norfolk has consistently maintained one of the highest rankings, including peaking at being the best performing police service. Crucially, given the Chief Constable's focus on core policing, the rate has been continually increasing. Currently Norfolk achieves the second-best rate of positive outcomes at 17.6% (From Oct 22 to Nov 23). Contrary to recent national headlines, Norfolk Constabulary maintains a key focus across all crime types including shoplifting where Norfolk currently enjoyed the highest positive outcome rate in the country.

Work continues to embed the national Operation Soteria principles into Rape & Serious Sexual Offence (RaSSO) investigations. The Constabulary is confident it is on track to be compliant with the new National Operating Model (which is based on learning from Op Soteria) which was recently announced by the Home Secretary.

The Operation Engage pilot team is now well established. This team of specially trained and experienced officers is deployed to gather evidence from victims who find it particularly hard to speak to police about RaSSO cases. The pilot is showing encouraging signs of reducing cases lost due to a lack of evidence from victims.

Working with the Office of the Police and Crime Commissioner for Norfolk and Lime Culture, a national specialist sexual violence organisation, the Constabulary has developed a program to capture the voice of victims of serious sexual offences in a way that can be fed-back to officers to promote improvements in practice.

The Constabulary continues to scope the implementation of a Fraud Assessment Unit to provide investigative support for serious and complex fraud offences, and to triage and advise on volume fraud offences.

The Fraud Investigation Model (FIM) continues to embed, improving outcomes for victims. The Constabulary's response to High Harm Fraud is victim focussed, with all who consent receiving support from the National Economic Crime Victim Care Unit (NECVCU) service.

The Constabulary continues to proactively identify and target County Lines operating in Norfolk. There has been a significant decrease in the number of active County Lines in Norfolk since November 2019, currently around 66% lower. This contrasts with a national rise in County Lines activity nationally year-on-year over the same period.

Norfolk Constabulary is committed to working closely with partner agencies including the PCC's office to support the rehabilitation of drug users and to reduce drug use and associated demand for the product. Work to prevent the exploitation of children and

vulnerable adults is pivotal and the County Lines team and Multi Agency Child Exploitation (MACE) team coordinate significant activity to reduce that threat.

#### **Pillar 4 – Prevent Offending**

The Constabulary continues to work with community safety partners to provide briefings on the introduction of the new Domestic Abuse Risk Assessment (DARA) tool within policing, and how this works alongside the existing Domestic Abuse Stalking & Harassment (DASH) risk assessment used by partner agencies.

The Constabulary has disseminated preventative information across the partnership network to combat online fraud and conducted a survey to achieve improved understanding about trends, emerging issues, and potential risks on the horizon from a partnership perspective that could impact upon policing with the results of the survey being incorporated into the Constabulary Force Management Statement.

The Constabulary Public Protection Unit (PPU) continues to manage registered sex offenders (RSO) in the community in line with national guidelines. Officers use a range of techniques to monitor the activity of RSOs, with unannounced home visits being a core part of most risk management plans. The Constabulary has invested additional resources in to PPU to ensure that there are sufficient officers to carry out these visits with suitable frequency. As of the end of June, the total number of visits per month had increased to be the highest in 12 months, indicating the value of this investment.

Since December 2022 the Evidential Review Officer (ERO) decision making process for Out of Court Resolutions (OOCR) has been centralised within the Joint Justice Service Offender Diversion Team (ODT) pilot. The pilot was introduced to improve the consistency of the conditions being applied to Conditional Cautions and provide a proportionate approach. The pilot has seen a consistent upward trajectory of referrals for Conditional Cautions (CC) and Community Resolutions (CR), and its success is reflected in positive outcomes, as outlined below.

Efficiency of the ODT has been under continual evaluation. The approach aims to increase positive outcomes, reduce demand to frontline teams, reduce breaches and recidivism, and provide a holistic approach by referring appropriate cases to the Restorative Justice (RJ) hub to enhance victim experience. In May 2023 a six-month extension to the pilot arrangements was granted until November 2023. The continuation of the pilot will provide for an improved data set, allowing a more comprehensive evaluation of the model, the ongoing provision of diversionary courses and consideration as to how the use of OOCR could further develop in the future.

As a consequence of the activity outlined, Norfolk has benefited from a 37% reduction in neighbourhood crime since 2019 and continues to achieve the lowest burglary rates in the Country.

### **Pillar 5 – Support Victims**

Development of the Victims' Code of Practice (VCOP) dashboard is now complete and is being used across the organisations to review each VCOP Right. This allows for more accurate reporting and scrutiny over the delivery of the VCOP Rights for crime victims.

Working with partners, including the Norfolk and Suffolk Victim Care Service, the idea is to identify repeat victims and minimise those occurrences. Further partnership work is ongoing to explore the opportunities that exist for improving end-to-end support for victims through the criminal justice process. The Crown Prosecution Service, His Majesty's Courts and Tribunal Service, and the Probation Service are all engaged in this work, which includes 75 reviewing complaints and case studies of inadequate service to identify causes for concern and patterns, along with solutions and concepts to drive improvement.

Norfolk and Suffolk Victim Care have funded and employed an Engagement and Training Officer who will work closely with the Constabulary to identify areas for improvement for victim service delivery, which will help to further enhance VCOP compliance.

Several initiatives have been delivered by the Constabulary to ensure the delivery of high-quality investigations to support the right outcomes for victims, these include:

- Operation Investigate team who support the Constabulary's County Policing Command (CPC) with development training days for frontline officers with the objective being to ensure investigations are victim focused and evidence led, to improve outcomes and victim satisfaction. Recent training has also focused on the use of Civil Orders when seeking positive outcomes to obtain justice for victims.
- Operation Converter is a team that is now established within the Constabulary to increase satisfaction for victims by obtaining positive outcomes of crimes which have been taken into consideration by offenders at sentencing. This process has provided reassurance to victims of crime that the offender has been dealt with for their crime. The process also benefits the individual responsible for the offence, allowing for greater rehabilitation opportunities and a fresh start following release from prison.

Within the Criminal Justice System trials continue to be delayed or rescheduled at short notice in both the Crown Court and Magistrates' Court and these challenges are not unique to Norfolk and are mirrored nationally. The Constabulary currently have additional temporary posts within the Victim and Witness Service Care Team to ensure the best service can be provided to Victims and Witnesses with funding continuing into 2024/25.

## **Pillar 6 – Safer and Stronger Communities**

The Commercial Vehicle Unit (CVU) was introduced in Norfolk on 23rd January 2023, funded by the Safety Camera Partnership. This new unit has already made a positive impact to the proactive police response to commercial vehicle use and improving safety on the roads of Norfolk. This team, with their specialist knowledge and investigative capability, conduct checks and provide education and enforcement on tachograph data, the carriage of dangerous goods and weight and load offences. The CVU also enhances opportunities to disrupt Organised Crime Groups and serious offences committed by those using commercial vehicles, such as Drug Trafficking and Human Trafficking.

Norfolk Constabulary, in conjunction with key road safety partners, is continuing to deliver road safety education to young people with 'blind spot' events, advising vulnerable road user groups of the dangers presented by larger vehicles. In addition, the force continues to run Operation Close Pass, which is a road safety initiative working to educate drivers and vulnerable road users to help everyone stay safer on Norfolk's roads.

A Hate Crime / Hate Incident internal scrutiny process is being piloted in the west of county bringing together a range of practitioners to review police investigations and ensuring best practice is shared across teams. This increased focus on quality of response has led to further pleasing improvements in solved crime rates for this investigation type. The intention is to replicate this process across the Constabulary.

The Police Mental Health Team have now completed the delivery of a training programme to all frontline officers. A similar input has now started to be rolled out to all Beat Managers and Operational Partnership Teams across the county. These inputs cover alternative crisis pathways, including the five wellbeing hubs and the Mental Health Joint Response Car. There is also a focus on the requirement to consult a medical professional prior to detaining someone under Section 136.

Multi-agency work is underway with the Urgent and Emergency Care Steering Group to improve wait times for assessments whilst in custody and where necessary ensuring beds are identified and patients are transferred to hospital as swiftly as possible. There is also a focus on identifying earlier intervention opportunities to prevent the need for people to come into custody if their mental health concerns could have been dealt with earlier in the community and ensuring that Mental Health Act (MHA) assessments are only called in custody where necessary.

Operation Sceptre intensification week of action which took place in May 2023, aimed at reducing knife crime. Norfolk Constabulary was an active participant in this national initiative and undertook several activities including weapons sweeps, multi-agency operations with British Transport Police, visits to habitual knife carriers and hotspot patrols.

An Evening and Night-time Economy Strategic Delivery Group has been established under the governance of the Serious Violence Duty partnership and County Community Safety Partnership. The group exists to coordinate a partnership, public health-based approach to achieving increased community safety for those visiting, working in, or travelling through the evening and night-time economy. The group brings together stakeholders who are committed to working together, creating a network to coordinate an improved response to identified issues.

## **The 2024/25 precept consultation**

The PCC has consistently worked to ensure the public are at the heart of policing in Norfolk. As part of that commitment the PCC sought views from the public to ensure that policing in Norfolk continues to meet the needs of residents, businesses, and communities.

There has been extensive engagement with the local community from the period 4 September 2023 to 24 November 2023. The engagement processes this year were aimed at seeking community views well in advance of setting the 2024/25 budget to ensure concerns and considerations were captured and could be used as guiding principles early in the process. The PCC wanted to ensure that the public could consider all six of his pillars which include key community safety objectives as well as how people felt about the visibility and accessibility of Norfolk Police. The PCC wanted to ensure that the key policing issues in people's local area were captured, and ordered in a priority that was important to them. The PCC visited a range of stakeholders during the period of the consultation to interact with the public and explain the financial challenges facing the Constabulary.

In total 665 responses were received from the consultation and 56% of respondents were prepared to pay more for policing services.

The key findings are below, and further information contained in Appendix I:

### **Key Findings**

Survey respondents were asked to rank the importance of the PCC's six pillars. Pillar 2, Visible and Trusted Policing, was the top priority for a third of respondents followed by Pillar 3, Tackling Crime. Pillars 2 and 3 were a top three priority for over 70% of respondents.

A key part of the PCC's Police, Crime and Community Safety Plan is to ensure all communities have a voice that is heard. Therefore, the PCC provided an opportunity for people to leave comments. The top topic mentioned in the comments was: More visible policing, police on foot on the beat and more police on bikes.

## **Council Tax**

As the consultation was launched before precept flexibility was announced, the PCC was not able to present specific proposals. Within the survey there was a question regarding whether respondents were prepared to pay more for policing services through the precept. The only mention of level of precept was in reference to the referendum limits within the legislation at the time of launching the consultation. Of the 665 replies 56% stated that they would be prepared to pay more for policing.

A full report on the consultation is included in the appendix. This report highlights how the totality of the budget proposals are being utilised to deliver the priorities in the PCC's Police, Crime and Community Safety Plan which includes visibility and accessibility, whilst recognising the pressures that households are facing.

## **Delivery of the Norfolk Police, Crime and Community Safety Plan in 2024.**

The public's expectations and demands on the police are growing and policing simply cannot compromise.

- Control Room staff must be there at the end of a phone
- Officers must respond to emergencies
- Officers must be able to arrest and bring offenders to justice
- Officers must offer a reassuring voice to victims
- Officers need to engage communities to become aware of issues and concerns
- The public want to see more visible policing

## **Pillar 1- Sustain Norfolk Constabulary**

The 2024/25 strategic financial planning process using Outcome Based Budgeting techniques was the most challenging for a number of years given the high levels of inflation, partially funded pay awards and constraints on officer numbers arising from the national Uplift programme.

The full year 2024/25 impact of the 7% pay award from 23/24, plus the forecast increase of 2.5% for pay for 7 months of 24/25 added to the budgeted inflation of 4% on all non-pay budgets equates to a total inflationary pressure of £15m for 2024/25.

Set against this pressure, the funding from government has increased by £9.3m. The increase is made up of £1.7m originally announced in the CSR21, £2.1m relating to an increase in the partial contribution to the 7% pay award 2023, £3.9m relating to funding to cover a mandatory increase in employer's contributions for the police officer pension scheme, and £1.6m to fund the costs for exceeding Norfolk's original Uplift allocation by an increase of 34 officers.



While the increase in funding is welcome, it only partially covers the impact of pay and non-pay inflation, as well as partially funding increasing pension costs and means the constabulary has not had any extra funding for investment. Coupled with additional demand and external pressures the constabulary has had to make an additional £2.8m of savings to balance the budget.

As part of the strategic planning process a key document, the Force Management Statement (FMS) is used to help assess all areas of the constabularies operating model. The FMS has a look at the current and future demand for those business areas and how well current capacity and capabilities are able to meet that demand.

This process helps the constabulary understand the risk of making savings in any given service area, and also to understand where there are critical risk areas that need further investment. Throughout the pillars this investment is explained.

In this year's Force Management Statements a number of support departments were identified as facing increasing demand pressures. In part as a consequence of mandated recruitment targets workloads have increased in the Professional Standards Department (including vetting) as well as the People Directorate and ICT teams and these areas need further investment over the medium-term.

## **Estates**

The PCC is the landlord of the Police estate that consists of over 70 sites. In this role the PCC and the estates team are ensuring that available assets are being used as efficiently and effectively as possible and that they allow officers to be visible and accessible to communities. Through discharging the Estates Plan (available on the PCC's website) the ensures that sustainable and affordable buildings are aligned to operational needs and that all health and safety issues are met.

Changes in working patterns and the technology that is now available is driving a shift in how police buildings are being used. The estates service is working with the PCC to adapt and respond to these challenges to ensure the right buildings/assets are in place. Where sites are no longer required because they do not effectively provide a public facing service, there is consideration to dispose of these in order to identify savings and realise capital receipts to reinvest in services.

The estates service is responsible for delivery of the capital programme. This includes the £8m essential redevelopment of the ageing Bethel Street Police Station to deliver a new fit for purpose and more efficient station and forms part of an overall estates plan to save c£14m over a 40 year period.

## **Pillar 2 – Visible and Trusted Policing**

Of the force spend around £80m is prioritised for local policing. This includes Safer Neighbourhood teams, the response team, and detectives. Safer Neighbourhood teams and response officers are perhaps the most visible to the public in a conventional sense. They are out in the communities focused on providing reassurance, as well as identifying and supporting those that are most vulnerable to criminality. These officers are focused on tackling crime, solving community problems, crime prevention and visible patrol.

The PCC has made it clear that local policing is a key priority and was a key priority for the public in the consultation.

### **Pillar 3 – Tackling Crime**

In June 2022, Norfolk Constabulary's change and improvement team, Horizons, began the Operation Discovery work.

This was a pilot held in the west of the county, with a particular focus on King's Lynn and West Norfolk.

The focus of the investigation was to improve the quality and timeliness of investigations carried out by the County Policing Command.

Whilst much of this crime would be volume crime, owing to the pressures within the CID, this occasionally includes crimes of a more serious nature, e.g., burglary, fraud

The pilot established a new operating structure with a dedicated uniform inspector, and a team of a Sgt and 7 police constables drawn from the response function.

Alongside this small restructure, the Horizons team developed innovative management information drawn from the Athena Crime system, and the combination of these two aspects has revolutionised crime investigation and performance.

The crime investigation workload of SNT Patrol officers reduced from circa 5 investigations per officer open at any one time to a consistent 2 or 3 owing to improved management and supervision oversight.

King's Lynn positive outcomes rose from circa 17% to **circa 22%**

This has contributed with a partial rollout of the management information to a countywide improvement from circa 14% to **circa 18%**:

As a result, Norfolk has improved the number of positive outcomes it achieves for victims and is consistently in the top three constabularies in the country. Furthermore, additional improvements are expected throughout the next financial year as full-scale rollout is implemented by the Norfolk Change and Improvement Team, Horizons.

### **Pillar 4 - Prevent Offending**

Norfolk Constabulary maintains its focus on preventing offending. Additional resources have been provided in recent times for the management of offenders for precisely this purpose. A pilot to work with perpetrators of domestic abuse has been run in 2023/24 which

has led to proposed adaptations with Norfolk Constabulary to maintain a perpetrator programme. In addition, the OPCC have been successful in securing Safer Streets funding which will be focused on neighbourhood policing and prevention by Norfolk Constabulary.

Furthermore, the innovative management information mentioned above in Operation Discovery will allow more targeted interventions to prevent crime in 2024/25.

The Constabulary has, despite savings requirements, maintained all the pre-existing resources working on prevention such as those officers in Neighbourhood Policing, problem solving specialists, safer schools partnership and design out crime officers. These will, as ever, continue their efforts to make Norfolk one of the safest counties to work, live and visit.

### **Pillar 5 – Support Victims**

The PCC has a central role in the commissioning of services related to victims, community safety and crime reduction. Within the wider PCC budget an annual budget of around £3.3m is set aside for the commissioning of these services, which includes the support of victims.

The PCC receives a grant from the Ministry of Justice for the commissioning of victim services. The PCC works with his team to identify external funding opportunities, in a variety of areas, to support the provision of preventative and victim services for the residents of Norfolk.

Following the pandemic, and the adverse impact this had on court backlogs, the constabulary has needed to fund additional resources in place to give support to the growing numbers of victims and witnesses that are waiting to go through the court process. This is an important and sensitive area of work and a service that helps keep as many victims and witnesses engaged in the process as possible. However, through these additional resources, the constabulary is funding the consequences of shortfalls elsewhere in the Criminal Justice System and doing this by diverting budgets from frontline policing activity.

The FMS is also showing increased operational demand in respect of dealing with cases of domestic abuse and managing sex offenders and resources need to be focussed into these areas. The OPCCN is the lead for the Norfolk Integrated Domestic Abuse Service (NIDAS) project and works with the Constabulary in this difficult area.

### **Pillar 6 – Safer and Stronger Communities**

The PCC has the Community Safety Partnership sitting within the Office of the Police and Crime Commissioner, under the stewardship of the PCC's Chief Executive. The funding from the County Council and Districts is supplemented by funding bids submitted to the

Home Office and Ministry of Justice, including funding for the Serious Violence Duty of £0.293m and Safer Streets 5 funding of £0.442m in the first year.

## **What it means for the public**

### **Community Engagement**

Through investment to boost police officer numbers the establishment has increased to 1808. Additional officers supported through the uplift programme will bring Norfolk Constabulary's officer establishment to its highest level.

There is continued focus on increasing the visibility and accessibility of Norfolk Police officers to address a sustained priority the PCC hears on a regular basis from communities.

### **Call times and visibility**

The annual increase in 999 demand is a long-term trend across all police forces, with the increase in demand for Norfolk since 2020 running at 25%. 101 call demand has shown a modest increase of 3% over the last 12 months and continue to see growth across all on-line reporting channels.

'Right Care Right Person' (RCRP) - RCRP is a national initiative aimed at ensuring that the most appropriate agency deals with health-related incidents. Often the police are not the most appropriate agency, and Right Care Right Person, through the National Partnership Agreement between police, health, and social care, is looking to change this situation. Norfolk Constabulary is currently working with partners to prepare for this change.

If RCRP were to achieve a reduction in officer attendance rates by 10%, it would deliver an estimated saving of 12,000 officer hours over a year. If the initiative was able to achieve a reduction of 15%, this would deliver an estimated saving of 18,000 officer hours over a year.

### **Reducing the environmental impact of policing in Norfolk**

The Office of the Police and Crime Commissioner and Norfolk Constabulary have been making steady progress in the requirements to meet statutory carbon reduction targets and have published an updated Carbon Reduction & Environmental Action Plan 2022-2030 alongside a Biodiversity Action Plan on the PCCs website. This sets out the progress to date and outlines how the required target of a 34% reduction in emissions was met by 2020.

Further targets for 2030 (68% reduction), 2035 (78%) and 2050 (net zero) also need to be met. While the plan sets out the ambition and roadmap for meeting those targets there is a significant financial challenge to be meet those targets and recent fiscal pressures and funding settlements are not providing the levels of funding to invest sufficiently. There are also challenges for the policing sector generally around the viability of electric vehicles for response driving that need to be addressed.

These are issues that need to be supported by the Home Office in terms of funding and strategy.

## **The Prioritisation of Resources**

The PCC has focused on ensuring the resources he has for policing in Norfolk are deployed efficiently and effectively. He has supported and challenged Norfolk Police to ensure it is a modern, fit for purpose organisation, delivering high quality policing for all communities. He has prioritised the best use of the funds available to him.

Since 2010 the force has delivered £45.5m worth of efficiencies and savings, on top of further cost avoidance and productivity improvements through optimising the way it operates.

In 2023/24 the force is on course to deliver all of the £3.1m of the required savings plan. However, pressure from external sources has put pressure on delivering a balanced budget and pressure on reserves for 2024/25. With the economic crisis squeezing the finances of the public and the public sector the PCC is committed to ensure that Norfolk Constabulary is efficient and effective.

Given the current economic conditions, there is an even greater awareness of the need to be financially sustainable. The PCC is aware of the limited resources available which frames the challenge to ensure he is delivering what is needed for the public. He is focused on delivering an effective and efficient police service that delivers on what the public expect.

## **Monitoring the delivery of the Plan**

To support the delivery of the current Police, Crime and Community Safety Plan the PCC agreed a comprehensive range of metrics with the Chief Constable to enable performance against priorities. Each pillar has a set of metrics which are reported on quarterly to the PCC's Public Accountability Meetings and then to the Police and Crime Panel.

The force has been reviewing the different frameworks and national policing priorities. A central objective of the review was to create a simpler strategic landscape, with focused priorities aligned to the PCC's Police, Crime and Community Safety Plan and the national policing outcomes. This leads to clear ownership of priorities and subsequent activity, and clear lines of accountability to enable robust performance management and service improvement within the force and by the PCC.

## **The Economic Context and Unavoidable Cost Pressures**

On the 22 November 2023 the Chancellor of the Exchequer announced the Autumn Statement 2023 accompanied by the Office of Budget Responsibility's (OBR) Economic and Fiscal Outlook.

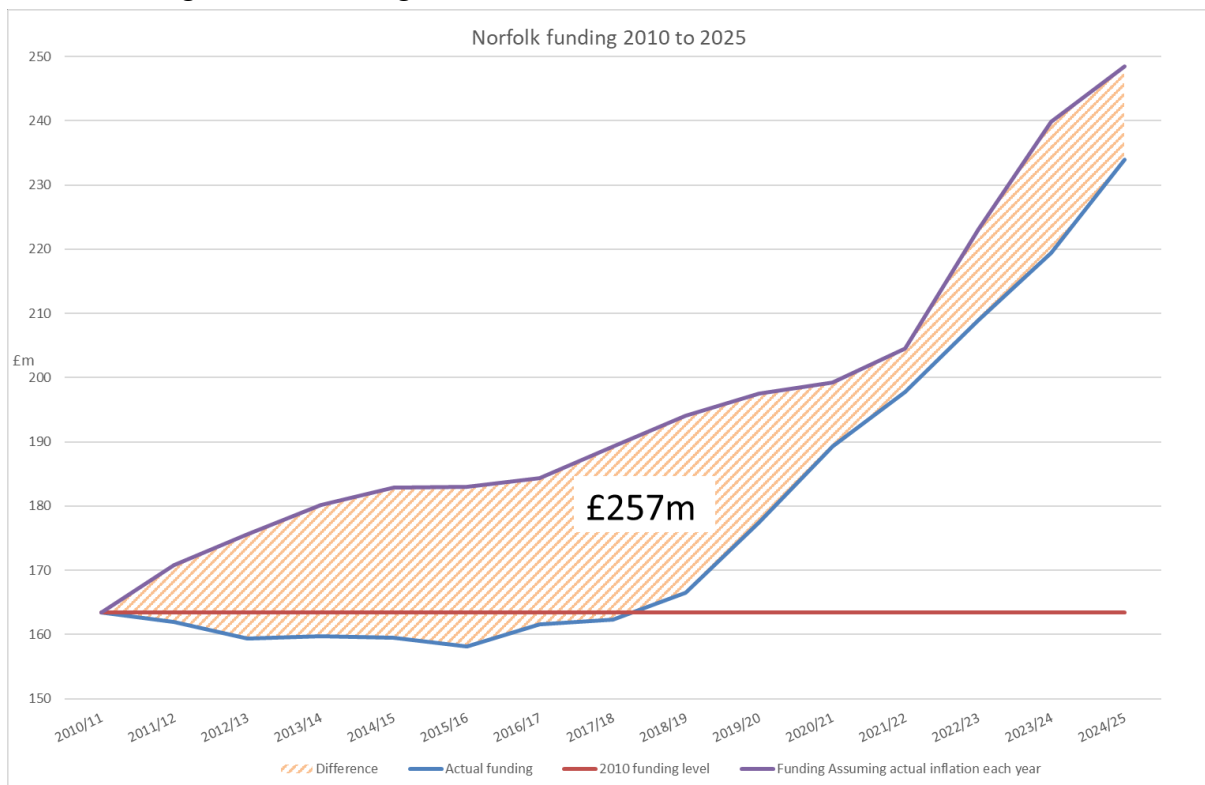
Inflation was forecast in the Comprehensive Spending Review 2021 (SR21) 4%. 2.6%, 2.1% and 2% respectively for each year from 2022/23 onwards. Clearly, inflation has been

running at much higher levels and in October 2022 it was peaking at 11.1%. Inflation has gradually fallen to 3.9% in November 2023 but this means prices are still rising well above the Bank of England 2% target and compounding on those higher rates from 2022. The Bank of England say that they expect inflation to be back to around 2% by the end of 2025. However, the impact of the previous months of high inflation and therefore higher than average pay awards coupled with the conflicts in Ukraine and Gaza have seen costs rising against funding which has not grown in the same proportions.

The chart below shows the impact of funding set against rises in inflation since 2010/11. The (red line) straight line shows the level of funding at 2010/11 across all years as a baseline. The (blue line) lower line of shape shows actual direct funding received by the constabulary from the main Home Office grant, precept from households in Norfolk plus all specific grants. The (purple line) upper shaped line represents the level the funding would have been if in line with actual levels of inflation.

While the funding gap was closing through the national Uplift programme, recent levels of inflation have seen the constabulary funding once again falling behind in real terms. Since 2010/11 the constabulary has had to absorb £257m of inflationary pressures.

Table showing Norfolk funding 2010 to 2025



There are also a growing number of additional national regulatory requirements placed on the constabulary that eat into other productivity gains. For example, the requirement from the Forensic Services Regulator that all police forces must achieve a specific level of

accreditation and comply with FSR Codes of practice. While the force understands why the requirement has been introduced, this has been a significant task requiring investment in terms of time and money and the cost and time of maintaining accreditation continues to put pressure on force resources.

Similarly, as the College of Policing revised standards across different policing functions, additional costs can emerge that forces then have to absorb as there is no additional funding for these types of requirements. These pressures mean that efficiency gains cannot be fully realised, and funding has to be directed to these areas.

### **Pension Related Costs and Risks**

There are several pension related cost pressures and future risks that are outside of constabulary control.

The Police Officer Pension Schemes are “unfunded”. This means they are not backed by assets such as shares or other investments in the way the staff Local Government Pension Scheme is, rather they are ‘pay as you go’ schemes.

In simple terms, current officers pay pension contributions, and these are collected and paid to retired officers as benefits. The amount collected from current officers is not enough to meet the requirement for retired officer benefits and this leaves a “gap”.

Until 2015/16 the His Majesty’s Treasury (HMT) fully funded this “gap” by funding employer contributions through the main police grant, and by providing an additional top-up grant. Therefore, there was no funding required from precept. Since 2015/16 the Treasury has passed an increasing element of this gap on to PCCs, by increasing employer contributions by 9.7% without providing any additional funding for this increase (equating to about £7m cost pressure for Norfolk). To relieve an element of this pressure HMT provided a grant to Norfolk of £1.565m.

As a result of the recently concluded 2020 valuation of the scheme employer contributions will increase by a further 4.4% from April 2024. The Policing Minister confirmed an additional £259m would be provided to forces to cover the cost of this additional increase. This means for 2024/25 the pension grant for Norfolk will increase to £5.5m. While welcome, this does not fully cover the costs falling to PCCs.

There are current risks in terms of pensions that may result in additional costs in the future. This includes additional cost pressures resulting from legal cases (McCloud and Sargeant Judgement, and the Aarons, Roderick & Slade cases) against government (and forces) following police pension scheme reforms put in place in by government in 2015. Complex pension remedy arrangements are now being put in place by government and all police forces and will cost the policing sector millions of pounds. The Home Office has settled the

injury to feelings claims in the Aarons cases on behalf of the forces and itself. Other similar cases remain open, but it is hoped that if settlement is required, the Home Office will again pick these costs up.

### **Maintaining Investment in Modernising Technology**

To remain as efficient as possible, the Constabulary needs to continue to invest in and refresh technology that keeps the policing model fit-for-purpose and able to meet increasing demand and the changing nature of crime and support the PCCs key pillar of Sustain Norfolk Constabulary. It is also important to invest in modern enabling technology that help support the drive for increased productivity and efficiency. Examples include but are not limited to technology to download content from mobile phones, improved capabilities to communicate with the public, improved digital asset management systems, body worn video, mobile devices and automatic number plate recognition (ANPR).

These assets then need replacing every 3 to 5 years. The capital programme therefore includes the routine refresh of this growing ICT / digital estate as well as the increasing investment in infrastructure e.g. in networks and servers to deal with the growth in requirements for investigating, transferring and storing large volumes of digital data. The investment for 2024/25 is £5m, including £2.6m of refreshing equipment, and up to £2.4m of provision for new projects, kit and technologies.

There are also a number of key developments coming through national police ICT programmes (known as the National Enabling Programme) that the force is required to adopt and do incur costs. These include required investments in Microsoft Office 365; National Law Enforcement Data Service; Home Office Biometrics and others.

In addition, the constabulary is currently assessing the investment required into newer and more innovative technologies such as Robotic Process Automation (RPA) as these investments have been proven in other forces and sectors to deliver significant efficiency improvements and will be a key element of the Sustain Norfolk Constabulary pillar over the medium to long-term.

A significant cost within the long-term Capital Programme is the Emergency Services Network (ESN) rollout. This is the replacement for the ageing Airwave system (i.e., the push-to-talk radio communications for officers). The ESN programme is technically complex and nationally the programme has had several delays and the programme has been pushed back further in our plans compared to last year's assumption. As a result, the estimated investment of £5m now sits outside of the medium-term financial planning window. This is a significant future cost that as it stands will have to be met by force budgets / reserves.



The government previously provided for a capital grant of over £1m but has gradually reduced and now finally removed the grant in its entirety. This has resulted in the force needing to replace that £1m of capital funding every year from increased revenue or reserve contributions. This has had a significant impact on the revenue budget.

The investment in kit and equipment (outlined in the capital programme and Appendix E), initially charged to capital account, is significant and has ultimately to be funded from the revenue budget. Norfolk Constabulary is committed to the drive to improve efficiency and productivity of the force.

### **Announcements in the 2023 Autumn Statement**

There was no specific mention of policing in the Autumn Statement. The Autumn Statement confirms the Departmental Expenditure Limits for the Government departments, and it was stated that the departmental expenditure limits for unprotected budgets including the Home Office in the next Spending Review period are to fall by between 2.3% and 4.1% in real terms. The information accompanying the Autumn Statement shows that the 2024/25 Department Expenditure Limits for the Home Office appeared to have an increase of £1bn to £15.5bn.

On 20 November, the Home Office published the 'Policing Productivity Review'. This was commissioned by the Home Office to the National Police Chiefs Council to review police productivity and provide recommendations to improve efficiency and effectiveness in policing. The Autumn Statement refers to this release and states that there are a range of proposals, from building on recently introduced measures that cut unnecessary bureaucracy, to driving greater productivity through the adoption of new and improved technology. According to the Government, if all these suggestions were implemented, they could save up to 38m hours of police officer time per year. Several recommendations would require additional funding, to realise longer-term savings and it is not clear at this stage where procurement savings mentioned could be gained.

### **Council Tax Regime**

The OBR provides an outlook forecast around growth in the tax base The Home Office has inflated the previous tax base figures for England by 0.7% and 0.5% in Wales. Assumptions about growth in the local taxbase have been made in discussion with local government councils.

### **Norfolk within the wider economic environment**

As outlined elsewhere in this report the funding from government for Norfolk has increased by £9.3m and is all called upon to fund pay awards and mandatory pension increases and is set against the inflationary pay and non-pay pressures in the region of £15m.

On top of this there are additional demand pressures on the constabulary that come from a number of sources including from a rapidly growing population; increasing calls for emergency response; increasing volumes of changes to regulation that lengthen previously routine tasks and add additional cost; changing crime trends with reductions in acquisitive crimes; increases in more complex domestic, fraud and sexual offences.

The PCC is conscious that any council tax increases must be justified and provide assurance to households, which are facing significant pressures on their finances that they are receiving a good level of service from the Constabulary.

To achieve this the Chief Constable has undertaken a detailed review of all budgets. To deal with the funding context, and the cost pressures outlined in the report, it is important that the constabulary has a robust and disciplined strategic financial planning process. Since 2010, in response to the challenging financial situation, the Constabulary has been running a successful Change Programme and annual planning process which will have delivered £45.5m (to 31 March 2024) since its inception. A significant element of that programme has been delivered through collaboration with Suffolk Constabulary.

Norfolk and Suffolk use a process that is underpinned using the Force Management Statements (FMS), and then applying Outcome Based Budgeting (OBB) principles. The FMS is a strategic document that examines current and future demand, and potential future asset shortfalls, and the resultant potential risks for the services provided by Norfolk Constabulary.

OBB is a method for aligning budgets to demand, performance, outcomes and priorities. This approach analyses the spending of the entire Force. This information is then lined up against the priorities and demands of the FMS and Police and Crime Plan. This allows projects to be developed to target areas that can be made more efficient, as well as reviewing areas requiring more investment.

As a result of this process, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) rated Norfolk as Outstanding in terms of Good Use of Resources (the top rating achievable) in the force's most recent Police Effectiveness, Efficiency and Legitimacy (PEEL) inspection.

The 2024/25 joint (Norfolk and Suffolk) strategic financial planning process has been on-going over recent months in accordance with an agreed timetable. Chief Officers and their Heads of Department were set a savings target. During the summer they presented savings and investment proposals, and these were modelled against the impact on budgets and outcomes. These outcomes were then reviewed by a Joint Chief Officer Panel against the OBB principles / FMS priorities and decisions were made about limiting growth and increasing savings.

These outputs were then presented to the Chief Constables, and further refined after these sessions. The outcomes of the constabulary process were presented to the PCC and a series of sessions were held to model several scenarios. Following the outcome of the Autumn Statement, and then the force settlement itself, the process concluded with agreement on Norfolk only budgets, the agreement of joint budgets, costs and savings arising from the process to be included in spending plans.

The 3-year Spending Review in 2021 (SR21) provided an indicative settlement for that period, allowing for an improved planning horizon. The provisional police settlement for 2024/25 announced on the 14 December confirmed SR21 funding levels, and provided additional funding towards pay and pension increases but these do not cover all the costs for Norfolk and requires the force to look for further savings to balance the budget.

Alongside the drive for increasing productivity and efficiency, the Constabulary change programme will need to be sustained over the medium-term so that efficiency gains can be driven out to help contribute to the funding of inflation and other cost pressures. The Programme will need to be delivered in a timely fashion to ensure budgets are balanced and reserves levels are kept within proportionate levels in accordance with the Reserve Strategy.

As part of this work, and jointly with Suffolk, the forces are working on plans for a medium-term transformation programme to complement the annual Outcome Based Budgeting exercise. The programme will look at thematic and cross cutting initiatives around process maturity, exploitation of existing technology, and investments in new technologies (e.g., automation) to lever out cashable and non-cashable efficiencies over the life of the plan. In addition, the programme will review how the collaboration with Suffolk can be further enhanced and improved beyond what is already considered one of the most mature collaborations in UK policing sector.

The PCC has asked the Chief Constable to make sure the investment made over the last few years, particularly the increases in the number of police officers continues to be delivered on through 2024/25. The PCC has been clear that the force continues to focus on improving efficiency and effectiveness and providing the best service to local communities. This has meant to set a balanced budget the Chief Constable has had to review services throughout the organisation to identify savings to offset the cost pressures that have been identified.

A key factor is where costs are already being effectively managed, services only then can be improved or maintained through the management of demand.

## Sources of Funding for the budget

It is intended that the proposals contained in this document will be funded from a variety of sources.

### Government grants

The PCC receives most of its grant funding from central Government, specifically the Home Office and the Ministry of Justice. The principal sources are annual revenue grants, including:

- Core Police Grant
- Council Tax Support Grant
- Council Tax Freeze Grants for 2011/12
- Victims Support Grants from the Ministry of Justice

The Home Office Settlement follows on from the three-year Spending Review 2021 (SR21) announcements. The SR21 set out department resource allocations over a three-year period. This is the third year of that settlement.

The Provisional Funding Settlement was announced by the Home Office on 14 December 2023. The core funding was confirmed as being £111.7m. The funding was in line with the SR21 expectations with additional increases for pay and pensions, although the allocations do not cover the full cost of these for Norfolk Constabulary.

## Income received from council tax

### The taxbase

The taxbase is the number of properties that have a council tax charge placed on them. The taxbase will increase with additional houses built. However, the tax base is reduced by other factors such as claimants of Local Council Tax Reduction Scheme (LCTS), Single Persons Discount and empty properties.

Even with a cost-of-living crisis there are still several new houses being built in Norfolk, so the council tax base has seen growth 1.6%. This is worth an additional £1.5m. The assumption is that through the medium term the tax base will continue to grow at a rate of 1%.

### The Collection Fund Surplus/Deficit

The administration of the council tax system is undertaken by local authorities through the Collection Fund account. This records the amount of income collected and the amount that has been precepted out to fund councils, police, and fire. In times of austerity, pandemic and cost of living it can be difficult to predict how much council tax will actually be collected. For the 2024/25 budget the assumption has been made that there will be a

surplus of £0.627m. This will need monitoring for the medium term as people may continue to suffer financial hardship and may need more support to pay their council tax.

### **Precept Option 2024/25**

When Theresa May MP was Home Secretary there was a conscious policy decision to push funding of policing to local taxation and local people. This has been in evidence in the last few years when precept funding has increased to bridge any gap in funding from central government grants. This practice has continued this year.

As part of the provisional government settlement the Home Office announced that PCCs in England and Wales would be given an additional £3 flexibility in 2024/25 in addition to the £10 referendum limit in SR21. PCCs now have £13 council tax referendum limit on a Band D equivalent property.

The proposal of the PCC is that the council tax charge will be increased by 4.28% for a Band D property for 2024/25. This will raise £4m. The increase in both the taxbase, and the precept Band D charge, will bring in a total of £5.6m funding.

### **The Medium-Term Financial Plan (MTFP)**

The budget and MTFP are constructed as follows: -

- The base 2023/24 budget (funding current activity) is rolled forward and repriced for inflationary pressures. The full year effect of any 2023/24 part year initiatives / change programmes is added. (See the line 'Deficit / Surplus before Known Changes' in the table in the Executive Summary and in Appendix B).
- Known / Expected Changes are then added. These include the impact of statutory changes (e.g. pension contributions), service developments (other unavoidable base budget pressures), capital financing costs (of the revised capital programme) and finally any growth required as a result of the strategic financial planning process.
- Use of reserves is then considered. Typically, they will be used to finance short-life capital assets (over and above the budget provision), temporary revenue costs and invest to save initiatives.
- This results in a sub total - Revenue Deficit Before Savings
- Finally, the savings identified as part of the planning process are included to balance the budget.

The MTFP remains consistent. It provides for pay and price increases, growth to meet demand and service pressures, a change programme to make the required efficiencies, and use of reserves to support one off costs, including invest to save measures and the continued investment in modernising technology to help boost productivity, and ensure an efficient and effective police force and OPCC.

The following financial planning assumptions have been used.

*Table 2 Financial Assumptions for the period of the MTFP*

<b>Assumptions</b>	<b>Budget 2024/25</b>	<b>Forecast 2025/26</b>	<b>Forecast 2026/27</b>	<b>Forecast 2027/28</b>
Police main grant change	2.05%*	0%	0%	0%
Legacy council tax grants change	0%	0%	0%	0%
Council taxbase change	1.65%	1%	1%	1%
Collection fund surplus	£0.627m	£0	£0	£0
Pay awards - officers	2.5%	2%	2%	2%
Pay awards - staff	2.5%	2%	2%	2%
Non-pay inflation (average)	4%	2%	2%	2%

\*Police Main Grant for 24/25 includes the Pay Award Grant (total £102.384m), therefore, for consistency, this the increase of 2.05% is calculated using the core grant (£96.632m) plus the 23/24 pay award grant (£3.692m), total £100.324m.

Prudent assumptions have been included for each year of the MTFP as shown above.

It should be noted that assumptions in the table above could change over the period of the medium-term and the impact of these changes can be seen in the sensitivity analysis below.

*Table 3 Sensitivity Analysis*

<b>ITEMS</b>	<b>Variation</b>	<b>Variation</b>
<b>List of items</b>	%	£m
Main Government grants	1.0%	0.966
Legacy council tax grants	1.0%	0.093
Tax base increase	1.0%	0.935
Precept	1.0%	0.935
Pay awards officers (full year impact)	1.0%	1.176
Pay awards staff (full year impact)	1.0%	0.601
Non-pay inflation	1.0%	0.452

## **Costs**

The policing family is bigger than the officers on the front line – it takes a range of different services to support them including police staff, members of the Special Constabulary and other vital volunteers. They need police vehicles, buildings, professionals with specialist knowledge in areas such as forensics. Officers need to continually develop their knowledge and skills and require the right training facilities to do this.

## **Statutory Assurances and Strategies Including Reserves and Capital**

### **The Capital Budget**

The capital programme is a key element of the strategic and financial planning process. As highlighted over the last few years, due to funding constraints, the impact of capital spending, particularly the investment in “short-life” assets, has a significant impact on the revenue budget and will continue to do so over this medium-term plan. The capital strategy (Appendix D) gives more detail on the approach to setting the capital programme.

The revenue impact for long-term estates assets is spread over the years through the Minimum Revenue Provision (MRP) mechanism. As flagged over recent budget reports, as the estate has continued to be modernised in line with the Estates Strategy, additional external borrowing has been required and interest payments have started to be made. This borrowing remains affordable, and more details are in Appendix G. It should be noted that the investment in the Estates Strategy is enabling the rationalisation of the estate, including the disposal of some buildings and the exit from leased properties. This coupled with the Modern Workplace Programme (with some of the workforce formally moving to home and hybrid working) will result in savings of c£14m to the force over 40 years resulting in significant savings over the life of that investment.

The programme of major schemes across the policing estate has been ongoing for a number of years and is substantially complete. The programme will now pause following the completion of the refurbishment of Bethel Street Police Station due to finish towards the end of the 2024 calendar year. This position will be kept under review each year.

It is not as prudent to borrow for short-life assets as it is to fund them from capital receipts, reserves allocated to fund capital schemes, or revenue budget contributions. However, in years where there are peaks of short-life assets requiring replacement / upgrading a limited programme of borrowing for short-life assets maybe required.

Funding constraints, and limitations on the availability of capital receipts over time, have meant there has been an increased reliance on reserves to fund short-life assets over the last few years. To continue to fund the replacement programme over the medium-term and beyond, to protect reserve levels, and to mitigate the pressure to borrow, additional revenue budget has been required to be dedicated to the funding of short-life assets and this has been increased year on year. This issue is expanded further in the review of

adequacy of reserves in this report as well as the Capital and Reserves Strategies (see Appendices D and F).

The proposed capital programme has been updated to 2027/28 and is set out in detail at Appendix E. The revenue consequences of the proposed capital programme have been fully taken-into-account in preparing the MTFP.

### **Reserves strategy**

The use of a significant proportion of reserves over the life of the Medium-Term Financial Plan is an important element of the financial strategy.

Each year the CFO carries out an assessment of the risks facing the PCC to determine the level of reserves which the PCC needs to continue to hold. This is increasing each year to meet 2.5% of NRB therefore the requirement is £4.990m at 31/3/24 and £5.260m at 31/3/25. The OPCC specific reserves are being utilised to support Further details are included in the Appendix D.

### **Treasury Management**

Government regulations require the PCC to approve the investment and borrowing strategies and borrowing limits for 2024/25 prior to the start of the year. This is incorporated within an overarching Treasury Management Strategy which is reviewed by the Joint Audit Committee.

To demonstrate the objectives of affordability, prudence, and sustainability have been achieved, the Prudential Code requires indicators to be determined by the PCC. These are designed to support and record local decision making and for comparison over time. They are not designed to be comparative performance indicators. These are included within the strategy to support the delivery of affordable revenue budget annually and in the medium term.

### **Chief Finance Officer's statement on the soundness of the budget and adequacy of reserves**

In setting the MTFP, the PCC needs to consider the revenue budget, implications of the investment in capital and the level of reserves held. The PCC holds a General Reserve, Earmarked Reserves and Capital Reserves. These will in part be governed by known or likely commitments and in part by the appetite for risk.

To assess the soundness of the budget and adequacy of reserves I have considered compliance with the 7 key principles in CIPFA's guidance.

- The treatment of inflation and interest rates.



Inflation increases have slowed in the last few months but the impact of high inflation and following higher than predicted pay awards and contract price rises have made the budgeting process more difficult. These increases have been outside the direct control of the PCC and the force. The budget has reflected the assumption as to what price increases are likely to be during the financial year.

Norfolk Constabulary makes full and appropriate provision based on agreed estimates of the future pay and price rises. The assumptions on what the rises will take reference form the Spending Review and OBR predications, as well as the estimates made by other bodies in the Police Sector and reports from the Police and Crime Commissioners Treasurers Society (PACCTs). Whilst previous assumptions were based on information available at the time, they can be overtaken by future events. Pay and non-pay inflation continues to be applied to appropriate areas of expenditure based on the best available information at the time the budget was set.

An informed assessment is made of interest rate movements using information provided from the Spending Review and OBR predications and from sector updates provided by our Treasury Management Advisors.

Individual expenditure lines in the budget are reviewed as to whether they are impacted by the general inflation or interest changes. Known pressures such as energy price increases and contractual obligations are included in the budget at their full cost.

The revenue budget is prepared and published at estimated outturn prices.

- Estimates of the level and timing of capital receipts:  
The PCC and Norfolk Police make a prudent assumption of future capital receipts. There is a process of rationalisation as part of the wider estates' strategy, which identifies potential disposals and estimated receipts. This informs expectation around the level and timing of receipts.
- The treatment of demand level pressures:  
The force has implemented an Outcome Based Budgeting process over the last years to inform the budget setting and it has continued to embed this into business processes to provide a robust programme to feed into the 2024/25 budget setting. The process identifies demand and efficiency changes within each business area that are expected to occur in the following year. These expected changes will impact on service levels already provided and require consideration in drawing up the budget. Challenge panels assessed the requests for change so there was management oversight of the proposals.
- The treatment of planned savings and productivity gains:  
The force has made substantial cash savings over the last 14 years. The cumulative level of budget reduction will inevitably mean that operational budgets will come under greater pressure and/or risk of overspending in future years. The force

consistently achieved its annual efficiency target in previous years.

- The financial risks inherent in any significant new and existing funding partnerships, collaboration, major outsourcing, or major capital developments:  
The financial consequences of partnership, collaborative working, outsourcing arrangements, or capital investment are reported to the PCC as part of the medium-term planning process. Where relevant any additional costs are incorporated in the annual revenue budget. These are reviewed regularly during the year at the PCC's Public Accountability meetings.

The Norfolk and Suffolk Constabularies collaboration continues to be successful and deliver year on year savings and there is also a wider collaboration of 7 Forces in a Commercial Services function that has a strategy to secure cost mitigations in the face of inflationary pressures across 7 force contracts. Bluelight Commercial Services is a national service supporting the policing sector offering a national approach to looking for savings and efficiencies through commercial arrangements that impact on all forces.

There is a risk that local authority partners will need to prioritise their funding to their core services that may result in the discretionary spending on activities that support the reduction of crime and anti-social behaviour being put at risk. There are also risks related to the continued viability of charities and other partners with increasing demand for services. The Commissioning Directorate are managing services and working with providers to manage these pressures.

The Estates Department have produced the Estates Strategy which provides an outline as to how the estate will be managed and developed. The plan balances the need to deliver improvements to the estate and ensure that buildings are fit for purpose, whilst also trying to maximise capital receipts and reducing the risk from backlog maintenance.

Minimum Revenue Provision (MRP) and borrowing costs are a key element of the medium -term financial plan. In setting the capital programme for 2024/25 the revenue implications the approval of the capital budget would create over the medium and long term have been considered. Given the lack of capital resources plans need to be affordable to the revenue budget and that projects approved have clear benefits, with a focus on revenue savings going forward.

- The availability of reserves, government grants and other funds to deal with major contingencies and the adequacy of provisions.  
The 2024/25 budget has been set to meet both the recurring revenue spend commitments and priorities, whilst recognising there are risks that need to be managed. This has taken account the level of government grants and other sources of income. The force is being proactive in recognising the need to be prudent in managing unplanned expenditure through contingency and reserve movements and how they manage the funding of the capital programme.

There has been an assessment of the adequacy of general reserves to meet unplanned budget impacts. The overall assessment is that the minimum of general fund balances should be maintained at 2.5% of the net annual revenue budget. This has been achieved.

The PCC has created several earmarked revenue reserves and provisions to meet specific expenditure items. The details of these are in Appendix F.

- The general financial climate to which the authority is subject. The provisional police settlement for 2024/25 announced on the 14 December confirmed SR21 funding levels, and provided additional funding towards pay and pension increases but these do not cover all the costs for Norfolk and requires the force to look for further savings to balance the budget. The focus has also been on maintaining the proportion of the 20,000 police officers that Norfolk has been asked to provide as a part of central government policy. The funding that accompanies this request does not consider all the costs involved in recruiting and supporting each officer. However, this needs planning into the MTFP.

The four-year MTFP reflects our local best estimate of future inflation rates, government grants and contributions and revenue from council tax. The future years have been approached in a cautious and prudent manner. There has been consideration of the perceived gap between the current Spending Review and a new Spending Review published in late 2024/25 and the pressure this could bring to bear on funding for 2025/26.

## **Assurance**

Section 25 of Part 2 of the Local Government Act, as amended by the Police Reform and Social Responsibility Act 2011, places responsibility on the PCC Chief Finance Officer to report on the robustness of the budget estimates, the adequacy of balances and reserves and issues of risk.

The estimates have been put together by qualified finance staff and reviewed thoroughly.

The biggest area of uncertainty is cost pressures rising from increased demand, pay increases and regulation changes as previously discussed. The pay award for 2024/25 will not be announced until mid-year. There is an awareness of the risks with these pressures and are monitored through the Strategic Risk Policies of both the force and the OPCCN.

As outlined the 2024/25 budget and the MTFP has been prepared in a properly controlled and professionally supported process. It has been subject to due consideration within the Constabulary and by the PCC.

The provisional police settlement enables each PCC to increase the police element of

council tax by up to £13 a year for a Band D equivalent property in 2024/25. If utilised in full, with the proportionate use of reserves alongside the necessary savings made by the Constabulary the budget is balanced for 2024/25.

The PCC CFO confirms that all the required statutory assurances can be made.

## **Conclusion**

Based on the information contained in this report and having considered the position and information presented by the Chief Constable, the PCC proposes to raise the policing part of local council tax by 4.28% (19 pence per week at Band B/ 25 pence at Band D) to broadly maintain its service levels to the communities of Norfolk while managing increasing demand in 2024/25 and unfunded inflation and pressure on pay settlements.

## Police Grant 2024/25

The changes in Government funding for 2024/25 are set out in the table below:

	2023/24	2024/25	Variance	
	£000	£000	£000	%
Police Core Grant	96,632	102,384	5,752	5.95%
Ringfenced Grant (Uplift)	3,077	4,755	1,678	54.53%
Additional Recruitment (Uplift)	-	1,632	1,632	N/A
Legacy Council Tax Grants	9,305	9,305	0	0%
Pensions Grant	1,565	5,489	3,924	250.73%
Pay Award Grant**	3,692	-	(3,692)	N/A
<b>Total all Grants</b>	<b>114,271</b>	<b>123,565</b>	<b>9,294</b>	<b>8.13%</b>

\*\* In 2023/24 the pay award grant was paid as a separate grant. In 2024/25 the total amount to cover the pay award (£5.8m) was split between Police Core Grant (£4.1m) and the increase in the Ringfenced Grant for Uplift (£1.7m).

The increase of £9.3m is made up of £1.7m originally announced in the CSR21, £2.1m relating to an increase in the partial contribution to the 7% pay award 2023, £3.9m relating to funding to cover a mandatory increase in employer's contributions for the police officer pension scheme, and £1.6m to fund the costs for exceeding Norfolk's original Uplift allocation by an increase of 34 officers.

While the increase in funding is welcome, it partially covers the impact of pay and non-pay inflation, as well as funding increasing pension costs and means the constabulary has not had any extra funding for investment and has had to make additional savings to balance the budget.

The Legacy Council Tax grants are based on two historic elements. The first element is in respect of a former Council Tax Freeze Grant of £1.4m relating to the decision of the former Police Authority to freeze the Council Tax in 2011/12. The second element relates to the Council Tax Support Grant of £7.9m that has been payable since April 2013 when the Government made significant changes to Council Tax Benefit arrangements.

The Home Office has "re-allocated" (top sliced) £1,038.1m in total from the national grant pot. This funding is used to centrally fund Police Technology Programmes, enhance national policing capabilities, fund crime reduction programmes, and help tackle issues such as tackling exploitation and abuse, serious violence and drugs and county lines as well as fund other arms-length bodies.

## Budget and Medium Term Financial Plan 2024/28

## Increase Council Tax by 4.28% (£12.96)

MEDIUM TERM FINANCIAL PLAN - 4 YEAR OVERVIEW - NORFOLK - £13 precept increase 2024/25					
	Line	Budget 2024/25 £000	Forecast 2025/26 £000	Forecast 2026/27 £000	Forecast 2027/28 £000
<b>REVENUE FUNDING</b>					
Home Office Grant	1	(102,384)	(102,384)	(102,384)	(102,384)
Legacy Council Tax Grants	2	(9,305)	(9,305)	(9,305)	(9,305)
Precept Income	3	(99,708)	(102,068)	(105,133)	(108,307)
<b>TOTAL FUNDING</b>	<b>4</b>	<b>(211,396)</b>	<b>(213,756)</b>	<b>(216,821)</b>	<b>(219,995)</b>
<b>BASE REVENUE BUDGET INCLUDING INFLATION:</b>					
Total Revenue Expenditure before savings	5	236,117	239,093	243,756	248,473
Revenue Funding of Capital Expenditure	6	4,220	4,220	4,220	4,220
Total Revenue Income inc Specific Grants	7	(31,491)	(29,932)	(30,000)	(30,069)
<b>NET REVENUE BUDGET BEFORE KNOWN CHANGES AND SAVINGS</b>	<b>8</b>	<b>208,846</b>	<b>213,381</b>	<b>217,976</b>	<b>222,624</b>
<b>DEFICIT / (SURPLUS) BEFORE KNOWN CHANGES</b>	<b>9</b>	<b>(2,550)</b>	<b>(375)</b>	<b>1,155</b>	<b>2,629</b>
Known / Expected Changes	10	7,195	8,484	9,439	8,163
Planned use of reserves	11	(1,844)	(1,489)	(1,025)	(46)
<b>REVENUE DEFICIT BEFORE SAVINGS</b>	<b>12</b>	<b>2,801</b>	<b>6,620</b>	<b>9,569</b>	<b>10,746</b>
Change Programme Savings	13	(2,801)	(3,188)	(3,188)	(3,188)
Surplus / (Savings to be identified)	14	(0)	(3,432)	(6,381)	(7,558)
<b>Total Cumulative Permanent Savings</b>	<b>15</b>	<b>(2,801)</b>	<b>(6,620)</b>	<b>(9,569)</b>	<b>(10,746)</b>
<b>REVENUE DEFICIT/(SURPLUS) AFTER SAVINGS</b>	<b>16</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Analysis of Known / Expected Changes

<b>PLANNED REVENUE CHANGES 2024/28 - NORFOLK</b>					
	<b>Line</b>	<b>Budget</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
		<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>STATUTORY CHANGES</b>					
Rent and Housing Allowance Reductions	1	(40)	(40)	(40)	(40)
Variation in Bank Holiday Numbers (10 in 2023/24 then 7, 8, 11, 9)	2	(480)	(320)	160	(160)
Police Officer Pension Contributions	3	3,624	3,704	3,779	3,854
Local Government Pension Scheme	4	(45)	(45)	(45)	(45)
Firearms Licensing Income	5	(51)	88	99	143
<b>TOTAL STATUTORY CHANGES</b>	<b>6</b>	<b>3,008</b>	<b>3,387</b>	<b>3,953</b>	<b>3,752</b>
<b>SERVICE DEVELOPMENTS</b>					
<b>National:</b>					
Home Office System Charges inc National Monitoring Centre	7	300	450	450	450
<b>Total National</b>	<b>8</b>	<b>300</b>	<b>450</b>	<b>450</b>	<b>450</b>
<b>Regional:</b>					
7 Force Collaboration Contribution	9	44			
ERSOU	10	94	94	94	94
Digital Asset Management System	11	15	15	15	15
<b>Total Regional</b>	<b>12</b>	<b>153</b>	<b>109</b>	<b>109</b>	<b>109</b>
<b>Local:</b>					
PEQF - Co-investment	13	65	65	65	65
Challenge Panel Process Review - New Cost Pressures	14	788	850	850	850
Corporate Cost Pressures	15	752	859	859	859
Project Adder	16	125			
Commissioning	17	539			
<b>Total Local</b>	<b>18</b>	<b>2,269</b>	<b>1,774</b>	<b>1,774</b>	<b>1,774</b>
<b>TOTAL SERVICE DEVELOPMENTS</b>	<b>19</b>	<b>2,722</b>	<b>2,333</b>	<b>2,333</b>	<b>2,333</b>

## Analysis of Known / Expected Changes (contd.)

<b>CAPITAL FINANCING</b>					
Capital Programme Funding - Revenue Contribution	20	(329)	630	780	780
Capital Programme Funding - Capital Financing	21	1,068	1,230	1,396	308
Capital Programme Funding - Invest to Save	22	338	338	338	338
Minimum Revenue Provision	23	31	73	99	104
Interest	24	356	492	540	547
<b>TOTAL CAPITAL FINANCING</b>	25	<b>1,464</b>	<b>2,764</b>	<b>3,154</b>	<b>2,077</b>
<b>Total Changes Before Reserve Movement Adjustments</b>	26	<b>3,570</b>	<b>4,780</b>	<b>5,661</b>	<b>4,308</b>
<b>CONTRIBUTION TO RESERVES</b>					
Capital Financing and Efficiency Improvement Reserve	27	0	0	640	520
General Reserve	28	270	80	70	80
<b>CONTRIBUTION FROM RESERVES</b>					
7 Force Collaboration Contribution	29	(44)			
Project Adder - Community Safety Reserve	30	(125)			
Commissioning Reserve	31	(539)			
Capital Programme Funding - Invest to Save Reserve	32	(338)	(338)	(338)	(338)
Capital Programme Funding - Capital Financing Reserve	33	(1,068)	(1,230)	(1,396)	(308)
<b>NET RESERVE MOVEMENTS</b>	34	<b>(1,844)</b>	<b>(1,489)</b>	<b>(1,025)</b>	<b>(46)</b>
<b>Total Known / Expected Changes (net of reserve movements)</b>	35	<b>1,726</b>	<b>3,291</b>	<b>4,636</b>	<b>4,262</b>



## Analysis of Savings

SAVINGS PLAN 2024/2028 - NORFOLK					
	Line	Forecast 2024/25 £000	Forecast 2025/26 £000	Forecast 2026/27 £000	Forecast 2027/28 £000
<b>Change and Efficiency Savings:</b>					
<b>As per challenge panels:</b>					
Pay	1	1,431	1,818	1,818	1,818
Non-Pay	2	1,370	1,370	1,370	1,370
<b>Total Change and Efficiency Savings</b>	<b>3</b>	<b>2,801</b>	<b>3,188</b>	<b>3,188</b>	<b>3,188</b>
<b>TOTAL PERMANENT SAVINGS AGAINST 2022/24 BASE</b>	<b>4</b>	<b>2,801</b>	<b>3,188</b>	<b>3,188</b>	<b>3,188</b>

## High Level Analysis of the Net Budget

Increase Council Tax by 4.28% per annum (£12.96)

4.28%; £12.96 increase								
Year	PCC	OPCCN	PCC's Commissioning *	Chief Constable	Capital Financing	Specific Home Office Grants	Use of Reserves	Net Budget
		£000	£000	£000	£000	£000	£000	£000
2023/24	101	1,445	1,044	209,959	5,295	(15,195)	(2,795)	199,854
2024/25	101	1,729	1,044	227,701	5,685	(23,020)	(1,844)	211,396
2025/26	101	1,729	1,044	228,406	6,984	(23,020)	(1,489)	213,756
				<i>above includes savings to be found</i>		£3,432		
2026/27	101	1,729	1,044	230,618	7,374	(23,020)	(1,025)	216,821
				<i>above includes savings to be found</i>		£6,381		
2027/28	101	1,729	1,044	233,890	6,297	(23,020)	(46)	219,995
				<i>above includes savings to be found</i>		£7,558		
			* includes draw down from commissioning reserve					

## Police and Crime Commissioner for Norfolk Capital Strategy

### Introduction

The Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code requires the production of a capital strategy to demonstrate that capital expenditure and investment decisions are taken in line with desired outcomes and take account of good stewardship, value for money, prudence, sustainability and affordability.

The Capital Strategy is a key document for the Police and Crime Commissioner (PCC) for Norfolk and the Chief Constable of Norfolk and throughout this document the term Norfolk is used to refer to the activities of both the PCC and the Constabulary.

The capital strategy sets out the long-term context in which capital expenditure and investment decisions are made in Norfolk and gives due consideration to both risk and reward and the impact on the achievement of priority outcomes.

### Objectives

The key objectives of the Capital Strategy are to:

Provide a framework that requires new capital expenditure to be robustly evaluated, ensuring that capital investment delivers value for money and is made in accordance with the Norfolk corporate, financial and asset management strategies, matching their visions, values and priorities.

Set out how Norfolk identifies, prioritises, delivers and manages capital programmes and projects. This includes outlining the governance framework from initiation to post project review.

Ensure that the full life cost of capital expenditure is evaluated, including borrowing, maintenance and disposal costs.

Ensure that all capital expenditure and related borrowing cash flows are affordable, prudent and sustainable.

Identify the resources available for capital investment over the planning period and any restrictions on borrowing or funding.

### Governance

There is a robust joint governance model that sits over the Norfolk only, Suffolk only and collaborated departments.

Project boards are initiated for all appropriate corporate projects and are run on Prince 2 project models. These individual projects report into Portfolio Boards each with a Senior Responsible Officer (SRO). Highlight reports and exception reporting from these boards are then taken to the joint Organisational Board chaired by the Deputy Chief Constables of Norfolk and Suffolk

(DCCs) and attended by each Head of Department. The Organisational Board is also used to consult on future or ongoing joint space project work, aiding consultation and communication across all departments.

Sitting above this is the Strategic Planning and Monitoring meeting, again chaired by the DCCs but with a smaller membership (DCCs, Assistant Chief Officers (ACOs – Chief Constable Section 151 officers) of Norfolk and Suffolk, Head of Finance, Head of Strategic, Business & Operational Services, Director of ICT, and the Director of People). This group acts as a commissioning board for the Change Programme including approval of all corporate projects and their assigned priority and corresponding resource commitment. The group review interdependencies of projects and the capability and capacity of enabling departments such as ICT, HR, RMU and payroll to ensure the correct prioritisation is given to new work and that it is sequenced in a way that optimises delivery. The group also act as governance for any significant in-year spend outside of budget or where funding had been ringfenced (known as Table B items) subject to an agreed business case.

The Joint Chief Officer Team (JCOT) meeting consists of all Chief Officers from Norfolk and Suffolk, as well as the Director of ICT, Director of People and Head of Strategic, Business & Operational Services. JCOT assign SROs and are the final arbiter for any project, programme or policy decision if needed. Where a project turns into a programme, has a significant pan-organisational impact or a materially significant financial risk/impact it will be brought to JCOT.

## Strategies and Plans

The PCC formally launched his Police, Crime and Community Safety Plan (PCCSP) 2022-2024, on the 1st April 2022 and the MTFP considers the Police and Crime Priorities within that plan. The new Plan has six pillars and is underpinned by prudent budgeting and financial planning alongside ethics and standards in policing. Sustain Norfolk Constabulary is one of the six pillars and this includes gaining best value from Constabulary and OPCCN funding. The tenure of the new PCC will be three years again due to the impact on elections of the Covid 19 pandemic.

To support the new plan, a number of interrelated strategies and plans are in place, such as the Medium-Term Financial Plan (MTFP), which includes the medium-term Capital Programme, Capital Strategy, Reserve Strategy and the Treasury Management Strategy.

The operation of all these strategies and plans is underpinned by the Scheme of Governance which includes the Financial Regulations & Contract Standing Orders.

In addition there are four key plans / strategies that support the capital strategy.

A new Estates plan has been developed alongside the development of the Police, Crime and Community Safety Plan, and sets out the PCC vision for the Norfolk Estate 2022-25. The plan is designed to ensure delivery of a fit-for-purpose estates portfolio that is responsive to current and future needs, effectively supports meeting strategic objectives and service delivery and which is focussed on improving public confidence and reducing costs. The strategy will support the aim of maximising resources for front line policing and delivery of effectiveness, efficiency and value for money.

There is a Joint Transport Strategy for Norfolk and Suffolk that covers the period 2021/25. Vehicle replacement and procurement forms part of the current and future strategies and contributes to force performance by ensuring fleet acquisition and replacement with an optimum use of all resources. The strategy promotes continuous modernisation and service improvements ensuring local and national strategies are considered to drive forward a cost effective and efficient service.

The Joint ICT Strategy runs from 2023-2026. The strategy focuses on implementing an operating and resource model designed to integrate ICT into all areas of policing. It enables the consolidation and rationalising of software and systems, removing duplication, providing single points of contact, enabling first time call resolution, allowing staff to be more innovative, providing a more flexible and agile model and providing a consistent level of ICT service throughout the constabularies and OPCCs. The Strategy is aligned to the National Strategy published by the NPCC.

### **Capital Budget Setting including evaluation and prioritisation**

The capital programme is developed through the Strategic and Financial Challenge governance process that uses Outcome Based Budgeting principles. The Challenge Panels are informed by the Force Management Statement (FMS) that forecast demand changes for the Constabulary and any gaps that exist regarding capacity or capability and the steps being taken to improve this.

As part of this process there is a Capital Challenge Panel meeting with the Director of ICT, Head of Estates and Head of Transport to review the most significant elements of the programme and ensure these are consistent with the current strategies and policies previously mentioned. The panel consists of the Assistant Chief Officers (ACOs – Chief Constable Section 151 officers) from Norfolk and Suffolk, Head of Joint Finance and the Head of Joint Strategic Business Operational Services.

Heads of all other departments can also put forward smaller capital bids in their submission documents and these are also assessed by the Challenge Panel with the same membership as above.

Following the panel processes as described above there is a further review and prioritisation meeting of the DCCs and ACOs before a draft capital programme, along with the relevant agreed funding, is presented to the Chief Constables. Following this the Police and Crime Commissioners review, amend if necessary, and finally approve the programmes.

### **Identification and Prioritisation**

The identification process is initiated through the Challenge Panel as described above and that runs from August to October each calendar year, as a result of which bids are made by department heads and a draft capital programme is produced. The capital project proposals are prioritised with reference to a business case and considered against the following factors;

Mandation / statutory requirements – unavoidable projects i.e. mandated, statutory or contractually obliged,

Strategic alignment – alignment to the Police and Crime Plan, the Force Management Statement and the constabulary Strategic Assessment,

Interdependencies – with other projects and or strategies and plans,

Risk – of not doing the project and whether this is within tolerable levels,

Cashable savings – the return on investment (ROI) measured against the initial outlay, where this is appropriate to consider

Deferability / complexity – The level of resource commitment, internally and externally and time critical deadlines,

Non-cashable benefits – other benefits such as service improvements and efficiency / productivity benefits

Mitigation – future cost avoidance

This draft programme is then challenged and prioritised by the Board before a final programme is put before Chief Officers and Police and Crime Commissioners for final sign off.

## **Evaluation**

To evaluate the successful outcomes of the capital projects a post project review is carried out. The depth of this review is proportionate to the project and benefits set out in the initial Business Case and Project Initiation Documentation.

The review is in effect a check on performance against the original proposal. It focusses on outcomes achieved, the extent to which benefits are being realised and actual costs against forecasts. This enables lessons learned information to inform improvements in the overall process.

## **Collaboration and cost sharing**

The Estates capital programme for Norfolk is a sovereign programme and is in line with the current Norfolk Estates Plan. Spend on vehicles is also funded on a non-collaborated basis, although the strategy for investment is in line with the Joint Transport Strategy. ICT related spend on refreshing desktops and monitors in Norfolk premises is also Norfolk only spend.

Most other spend including the replacement of ICT infrastructure, the purchase of short-life assets such as Body Worn video, mobile devices, and high tech crime kit is funded collaboratively with Suffolk on the ratio of Net Revenue Budget (currently 56.4% Norfolk : 43.6% Suffolk).

## Implementation and Monitoring

Monitoring of the capital programme in year is undertaken monthly, using commitment information to understand the projected outturn of the programme. This view is then incorporated into the monthly revenue and capital monitoring reports that are presented to the Chief Constables and the Police and Crime Commissioners. These reports give information about under or over-spends against the revenue and capital budgets and take-into-account the revenue implications of capital spending.

Progress on capital schemes is reported on a monthly basis through the Chief Finance Officer meetings (chaired by the ACOs (Chief Constable CFOs) or the PCC CFOs, with attendance of the Head of Finance).

In addition, following approval of the capital programme a Project Manager is identified for each key project. The Project Manager is responsible for managing implementation and delivering against the project objectives. The Project Manager will produce the project plan for approval. Progress against the plan is monitored through monthly highlight reporting. Overall monitoring of specific programme risks is also undertaken.

Detailed implementation work is assigned to key individuals and overseen by specific Project Boards as per the governance model set out in Annex 1.

## Capital Funding

All capital expenditure has to be funded through the Police Fund, either through income received in the year or through the use of reserves. For the purposes of this Strategy, the term "funding" relates to the use of current income or reserves to fund capital expenditure. The term "Financing" relates to how the asset is to be paid for, e.g. internal borrowing (cash balances) or external borrowing.

The capital programme needs to be fully funded over the life of the MTFP and more information on this is set out below. As part of the MTFP process it is ensured that a balance of the funding sources is used to ensure an adequate and sustainable level of reserves remain at the end of the planning period. More information on this is set out in the Reserves Strategy. This is a strong financial indicator of the affordability and sustainability of the capital programme.

Capital can be funded from a number of different sources, including:

Capital receipts - Capital receipts are generated from the sale of existing capital assets. Proceeds from the sale of assets are either used to fund capital expenditure in the year of receipt or set aside in a Useable Capital Receipts Reserve to fund capital expenditure arising in future years. This method of funding has been utilised significantly in previous years, as the PCC has disposed of non-operational or surplus property, such as police houses or traditional police stations.

Capital grant - Direct funding from government capital grants has been a principal source of funding in previous years. Non-specific government capital grants have been made available through a formula-driven allocation. However, these have now ceased as the government has

looked to reduce direct capital funding. Where relevant and appropriate the PCC will aim to secure specific grant opportunities, either from Central Government or through collaboration with public sector or other partnership bodies.

Reserves - Income surpluses that have been set aside from previous years and transferred to reserves can be used to fund capital expenditure. The Capital Financing and Efficiency Improvement Reserve is specifically used to ring fence funding for future capital expenditure.

As reserves have been consumed in recent years to pump prime efficiency initiatives and the funding of investment in short-life assets, the level of reserves now available to fund future capital expenditure has reduced, and other sources of funding are required going forward to sustain the short-life capital programme.

As capital expenditure has been internally financed in previous years from internal cash balances, not all PCC reserves are cash-backed. Therefore, even though reserves are used to fund capital expenditure, there may still be a need to finance the expenditure using external borrowing.

Direct revenue funding - In the budget delegated to the Chief Constable there is an element of the current revenue budget that funds capital expenditure, any amount funded in this way will be charged directly to the Police Fund. In order to maintain the level of investment required in short-life assets to ensure the most efficient service possible, this source of funding has been significantly increased over recent years, due to the reduction of availability of the other funding sources described above.

Minimum Revenue Provision (MRP) - Accumulated capital expenditure not funded using the above methods is called the Capital Financing Requirement (CFR). This balance is funded using MRP, there are a number of MRP options available to fund this balance, the method adopted by the PCC is the Asset Life Method, where the associated asset is funded using either equal instalments or an annuity basis. MRP is charged against the Police Fund annually and effectively reduces the CFR.

The PCC has adopted a position where only long-life assets are funded using MRP. As other funding sources potentially run out, it is possible that other short-life assets may be funded using this method, for instance, if there are significant peaks required linked to the refresh programmes for specific assets. However, in the longer-term funding short life assets in this way is not sustainable and there will be a greater need to fund from direct revenue as outlined above.

MRP is also the funding method for assets financed via Private Finance Initiatives (PFI) or Finance Leases. MRP is calculated as equivalent to the principal repayment of the PFI or lease liability in the year.



## Capital Financing and Borrowing

Capital expenditure can be financed in the following ways:

Capital grants received or capital receipts from asset sales generate cash balances and these are directly used to finance capital expenditure. Where in-year revenue funding of capital takes place, financing is made from in-year income sources.

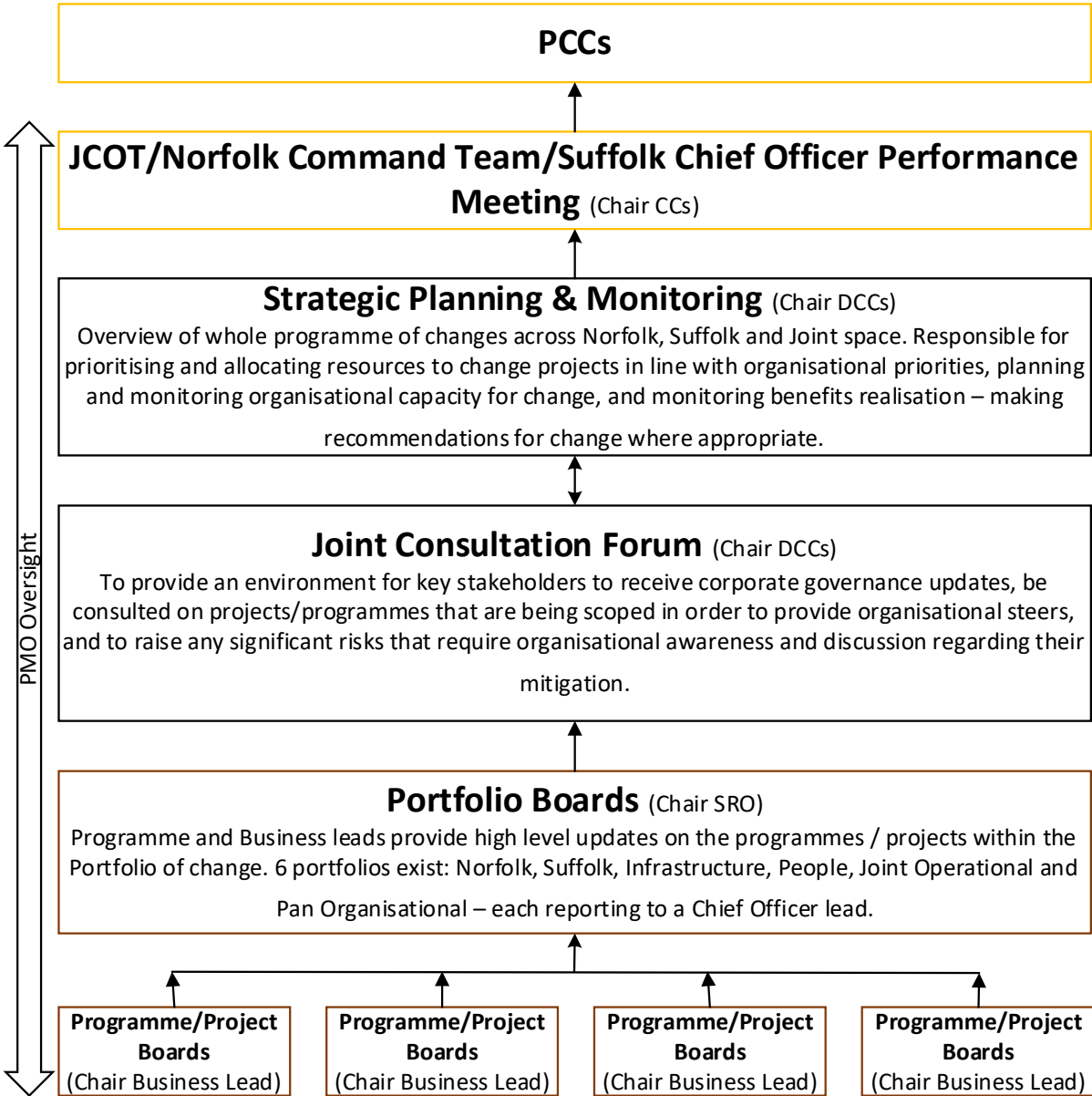
Internal borrowing. Where cash or investment balances have increased over a period of time as reserves have accumulated, these balances can be used to finance the acquisition of assets. This decision is often made as the investment returns received are normally lower than the interest that would be payable if the capital expenditure is financed using external borrowing.

External borrowing. This method is used to finance capital expenditure where the above options are unavailable. External borrowing can be obtained from a number of sources:

PFI – Historically major infrastructure projects have been financed using PFI arrangements. Private finance is secured to finance the schemes which form part of a Public/Private Partnership. Norfolk PCC have used this method to finance the Operational Command Centre (OCC – HQ) at Wymondham and several Police Investigation Centres (PICs) across Norfolk and Suffolk. Nationally, new PFI arrangements have significantly reduced in number and the Government have now withdrawn support for future schemes.

Leases – Some assets have been secured using leasing arrangements. With the advent of Prudential borrowing, leases are less popular as they are generally an expensive financing route. However, with the introduction of a new leasing Standard (IFRS 16), property lease liabilities will be brought onto the balance sheet and form part of the CFR and thus attract MRP.

Prudential borrowing – with the introduction of the Prudential Code, local government bodies have been able to secure external borrowing on favourable terms, providing their borrowing is prudent, affordable and sustainable. Unfunded long-term assets are therefore primarily financed using this route. External borrowing is principally sourced from the Public Works Loans Board (PWLB), where finance is available on fixed or variable rates over varying terms and repayable on a maturity or an annuity basis. The PCC is expected to source new PWLB finance throughout the medium-term.



Programme/Project Boards are responsible for tracking the project aims and objectives against the timeline, resources and benefit deliverables whilst maintaining and managing the risks

## Capital Programme 2024/28

CAPITAL - NORFOLK - 2024/25 - 2027/28							
PROJECT	2024-25 Total Requirement			2025-26	2026-27	2027-28	4 Year Total
	Table A	Table B	Table C				
Bethel Street - Remodelling	3,309,333			0	0	0	3,309,333
Estates Strategy	300,000	850,000		900,000	150,000	50,000	2,250,000
<b>Total Estates - Norfolk Only</b>	<b>3,609,333</b>	<b>850,000</b>	<b>0</b>	<b>900,000</b>	<b>150,000</b>	<b>50,000</b>	<b>5,559,333</b>
ICT Replacements - Desktop and Laptops	877,788			1,316,908	408,900	315,000	2,918,596
ICT Replacements - Communications	100,000			100,000	100,000	100,000	400,000
ACE / ECHO - Norfolk Capital bid	133,200						133,200
ANPR Vehicle Kit Refresh	50,000			50,000	50,000	50,000	200,000
<b>Total ICT - Norfolk Only</b>	<b>1,160,988</b>	<b>0</b>	<b>0</b>	<b>1,466,908</b>	<b>558,900</b>	<b>465,000</b>	<b>3,651,796</b>
Vehicle Replacement Programme	1,266,000			1,566,000	1,822,000	2,154,000	6,808,000
Op Converter Vehicle	23,000						23,000
<b>Total Equipment and Vehicle Replacements - Norfolk Only</b>	<b>1,289,000</b>	<b>0</b>	<b>0</b>	<b>1,566,000</b>	<b>1,822,000</b>	<b>2,154,000</b>	<b>6,831,000</b>
<b>Total Norfolk Only</b>	<b>6,059,321</b>	<b>850,000</b>	<b>-</b>	<b>3,932,908</b>	<b>2,530,900</b>	<b>2,669,000</b>	<b>16,042,129</b>
Norfolk Share of Replacement Schemes	1,585,953	-	-	2,026,625	2,812,607	1,475,763	7,900,949
<b>Norfolk Capital Programme</b>	<b>7,645,274</b>	<b>850,000</b>	<b>-</b>	<b>5,959,533</b>	<b>5,343,507</b>	<b>4,144,763</b>	<b>23,943,078</b>
Norfolk Share of Joint Projects	60,006	2,173,613	173,740	1,384,185	1,566,392	1,576,733	6,934,668
<b>Total Norfolk Capital Programme</b>	<b>7,705,279</b>	<b>3,023,613</b>	<b>173,740</b>	<b>7,343,718</b>	<b>6,909,899</b>	<b>5,721,496</b>	<b>30,877,745</b>
		<b>10,728,892</b>					

## Capital Programme 2024/28 (Contd.)

PROJECT	2024-25 Total Requirement			2025-26	2026-27	2027-28	4 Year total
	Table A	Table B	Table C				
<b>Joint ICT Replacement Schemes:</b>							
Joint ICT Replacements - Servers	947,000	0	0	1,063,000	1,783,105	687,000	4,480,105
ICT Replacements - Network	1,261,878	0	0	564,108	1,207,788	1,461,602	4,495,376
Microwave Refresh	27,000	0	0	27,600	27,400	22,000	104,000
ANPR Cameras	210,000	0	0	112,500	142,500	80,000	545,000
Mobile Device Replacement Programme	200,000	0	0	765,416	765,416	200,000	1,930,832
BWV Replacement	166,095	0	0	1,060,683	1,060,683	166,000	2,453,461
<b>ICT Replacement Schemes</b>	<b>2,811,973</b>	<b>0</b>	<b>0</b>	<b>3,593,307</b>	<b>4,986,892</b>	<b>2,616,602</b>	<b>14,008,774</b>
<b>Norfolk</b>	<b>1,585,953</b>	<b>0</b>	<b>0</b>	<b>2,026,625</b>	<b>2,812,607</b>	<b>1,475,763</b>	<b>7,900,949</b>
<b>Suffolk</b>	<b>1,226,020</b>	<b>0</b>	<b>0</b>	<b>1,566,682</b>	<b>2,174,285</b>	<b>1,140,838</b>	<b>6,107,825</b>
<b>Joint Projects Subject to Business Case:</b>							
Video Conferencing	0	10,000	0	23,100	23,100	23,100	79,300
Incident Manager Software Upgrade	0	100,848	0	100,848	0	0	201,696
ICCS Technical Refresh	0	995,000	0	0	0	0	995,000
Airwave Handset Audit Software	0	0	180,000	0	0	0	180,000
Airwave Vehicle Set replacement	0	205,000	0	0	0	0	205,000
<b>Total Projects Subject to Business Case</b>	<b>0</b>	<b>1,310,848</b>	<b>180,000</b>	<b>123,948</b>	<b>23,100</b>	<b>23,100</b>	<b>1,660,996</b>
<b>Digital Forensics</b>							
Joint Digital Forensics - Data Centre	0	1,000,000	0	1,253,880	1,354,190	1,462,526	5,070,596
<b>Total Digital Forensics Unit</b>	<b>0</b>	<b>1,000,000</b>	<b>0</b>	<b>1,253,880</b>	<b>1,354,190</b>	<b>1,462,526</b>	<b>5,070,596</b>
<b>Digital Portfolio</b>							
Digital Recording/Streaming	0	70,000	0	0	0	0	70,000
Mobile Workflow	0	210,500	0	210,000	230,000	200,000	850,500
Intranet Upgrade	0	0	0	50,000	50,000	50,000	150,000
Fingerprint Scanner Replacement	0	0	0	60,000	60,000	0	120,000
DAMS Back Record Conversion	0	127,575	0	0	0	0	127,575
<b>Total Digital Portfolio</b>	<b>0</b>	<b>408,075</b>	<b>0</b>	<b>320,000</b>	<b>340,000</b>	<b>250,000</b>	<b>1,318,075</b>
<b>Efficiency Initiatives (Revenue Projects)</b>							
Process Maturity & Automation	0	600,000	0	600,000	600,000	600,000	2,400,000
Data Management and Analysis Programme	0	40,000	0	0	0	0	40,000
<b>Efficiency Initiatives</b>	<b>0</b>	<b>640,000</b>	<b>0</b>	<b>600,000</b>	<b>600,000</b>	<b>600,000</b>	<b>2,440,000</b>

## Capital Programme 2024/28 (Contd.)

PROJECT	2024-25 Total Requirement			2025-26	2026-27	2027-28	4 Year total
	Table A	Table B	Table C				
<b>Protective Services:</b>							
FCIU Laser Scanners	0	150,000	0	0	0	0	150,000
Replacement ARV Ballistic Shields	0	25,000	0	0	0	0	25,000
Replacement Body Armour	0	130,000	0	0	0	0	130,000
<b>Total Protective Services:</b>	<b>0</b>	<b>305,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>305,000</b>
<b>REGIONAL PROJECTS:</b>							
Emergency Services Network	0	0	0	100,000	150,000	150,000	400,000
<b>Total Regional Projects</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100,000</b>	<b>150,000</b>	<b>150,000</b>	<b>400,000</b>
<b>ERP RELATED PROJECTS:</b>							
ERP Upgrade	11,000	0	0	0	0	0	11,000
E-Recruitment	0	10,000	0	10,000	10,000	10,000	40,000
E-PDR	9,000	0	0	0	0	0	9,000
Access Management Software	41,393	0	0	20,000	20,000	20,000	101,393
<b>Total ERP Related Projects:</b>	<b>61,393</b>	<b>10,000</b>	<b>0</b>	<b>30,000</b>	<b>30,000</b>	<b>30,000</b>	<b>161,393</b>
<b>Other Projects:</b>							
Records management Search and Matching Software	0	100,000	0	0	0	0	100,000
Replacement Property Management Software	0	0	128,050	0	0	0	128,050
Skills Module Software	45,000	0	0	26,400	0	0	71,400
LMS	0	80,000	0	0	0	0	80,000
TASER Replacement	0	0	0	0	280,000	280,000	560,000
<b>Total Other Projects</b>	<b>45,000</b>	<b>180,000</b>	<b>128,050</b>	<b>26,400</b>	<b>280,000</b>	<b>280,000</b>	<b>939,450</b>
<b>Total Joint Capital Programme</b>	<b>2,918,366</b>	<b>3,853,923</b>	<b>308,050</b>	<b>6,047,535</b>	<b>7,764,183</b>	<b>5,412,227</b>	<b>26,304,284</b>
Joint Capital Projects - Norfolk	1,645,958	2,173,613	173,740	3,410,810	4,378,999	3,052,496	14,835,616
Joint Capital Projects - Suffolk	1,272,408	1,680,310	134,310	2,636,725	3,385,184	2,359,731	11,468,668
	<b>2,918,366</b>	<b>3,853,923</b>	<b>308,050</b>	<b>6,047,535</b>	<b>7,764,183</b>	<b>5,412,227</b>	<b>26,304,284</b>

## **Police and Crime Commissioner for Norfolk Reserves Strategy (Budget and Medium-Term Financial Plan 2023/27)**

It is important to consider the PCC's reserves at the same time as the budget to ensure that resources are available to fund spending at a level commensurate with the needs of the PCC and Constabulary. Forecasting cash flows and balances over the budget period ensures efficient and effective financial management and avoids unnecessary finance charges. Reserves are held for either general purposes (such as working capital or fall-back to cover exceptional unforeseen circumstances) or earmarked for specific purposes. The PCC complies with the definition of reserves contained within the Chartered Institute of Public Finance and Accountancy (CIPFA) Accounting Code of Practice.

The Strategy requires an annual review of reserves to be undertaken and reported to the PCC. This reflects guidance on reserves issued by CIPFA. The most recent guidance requires an annual review of reserves to be considered by the PCC as part of good practice in the management of financial reserves and balances.

The minimum prudent level of reserves is a matter of judgement rather than prescription. Neither CIPFA nor statute sets a minimum level of reserves. In determining the level and type of reserves, the PCC has to take into account relevant local circumstances and the advice of their CFO, and that of the Chief Constable and the Chief Constable's CFO in making a reasoned judgement on the appropriate level of reserves.

In order to assess the adequacy of reserves when setting the budget, the PCC, in line with advice as outlined above, should take account of the strategic, operational and financial risks facing the organisation. This assessment of risk should include external risks, as well as internal risks, for example the ability to deliver planned efficiency savings.

The ultimate use of reserves will be dependent upon both the timing and level of costs and savings over the period of the Medium Term Financial Plan (MTFP).

### **General Reserve**

#### **Assessment of adequacy**

The General Reserve is held to enable the PCC to manage unplanned or unforeseen events. In forming a view on the level of General Reserve, account is taken of the level of financial control within the organisation and comparisons with similar bodies. Also taken into account is the risk of unforeseen expenditure occurring, particularly major operations, risk of failure to deliver the savings programme and sensitivity analysis of changes in assumptions included in the MTFP.

Within the MTFP appropriate estimates are made of a number of key items including provision for pay and price rises, as well as a forecast of interest movements. In addition, prudent

assumptions are made for the forecast capital programme and for future capital receipts. These estimates and assumptions also take into account the general financial climate.

Norfolk Constabulary and the OPCCN has generally managed its demand led pressures within its budget envelope year on year, and where appropriate has used earmarked reserves to meet additional significant demand pressures and unbudgeted costs.

In the MTFP savings plans are outlined across the period of the plan. These are outlined in the main budget report. The Chief Constable and PCC are committed to continuing to deliver efficiency and productivity gains in each year of the MTFP.

The General Reserve is currently at £4.840m (2.5% of net revenue budget). The strategy is to maintain this at 2.5% of net revenue budget for the duration of the MTFP. This requires the reserve to be increased by £0.650m between 2024/25 and 2027/28 to £5.490m. This is a prudent and adequate amount to hold as a General Reserve. This is shown in Annex 1.

A call on the general reserve, particularly for major operations, would be likely to result in an application to the Home Office for additional support.

## Earmarked Reserves

These are reserves that are held for a specific purpose, whereby funds are set aside for future use when the need arises. The level of reserves and predicted movement for these reserves is set out in the attached Annex 1. All reserve levels are reviewed annually.

The purpose and strategy for each reserve is set out below.

The Budget Support Reserve was re-established as a response to the Covid-19 pandemic and increasing economic uncertainty. Given recent events following the conflict in Ukraine, this economic uncertainty has intensified and the Government has been revising its fiscal policies. In last-year's MTFP a significant amount of the reserve was earmarked for use and the intention is still for the majority of the reserve to be used over the period of the Spending Review.

The Invest to Save Reserve provides funding for initiatives that will generate future savings and also provides funds to support the cost of change. The balance in this reserve is expected to be fully used up by the end of the period of the MTFP.

The Capital Financing Reserve and Efficiency Improvement Reserve is used to help fund the short-life asset requirement of the Capital Programme. The reserve is used when the amount required for investment exceeds the budget available for this purpose. This is an important part of the funding strategy to ensure the constabulary is as efficient and productive as possible through continued investment in enabling technologies. This is a key reserve and forecast levels are reviewed each year against the capital programme to make sure there is sufficient funding available for future years.

The Insurance Reserve is being held as a contingency against future increases in premiums and/or increases in the value of assessed insurance liabilities. The reserve and also the provision

within the accounts are actuarially assessed by external advisors, and as a result of this advice the reserve is being maintained to £850k.

The Police Reform and Social Responsibility Act 2011 sets out a number of ways that PCC's and Community Safety Partnerships should work together, including a mutual duty to co-operate with regards to each other's priorities. The **Community Safety Reserve** enables the PCC to work with the Community Safety Partnership (CCSP). The CCSP now sits under the leadership of the OPCCN. The OPCCN and its respective partners use the reserve to support evidence-based projects at a county wide and local neighbourhood level. The way the reserve is used has proved that joint delivery leads to shared outcomes and a reduction of pressure on policing.

The **PCC Reserve** is made up from previous underspends and is for any urgent spend that has not been previously budgeted for in year.

The **Commissioning Reserve** is made up from previous underspends and is used to smooth commissioning spending over the MTFP period and to commission additional services in the community or delivered by the Constabulary, for instance in supporting victims. This is a planned approach over a rolling four-year period.

The **Transformation Reserve** is used so that legislative changes such as mentioned in the PCC review may change responsibilities for the PCC and the OPCCN and to assist any change the team will be look at how to transform the organisation to make it even more efficient and effective using the funds in this reserve.

The Safety Camera Reserve is held on behalf of the Safety Camera Partnership (comprising the PCC, Chief Constable and Norfolk County Council). Income is dependent upon the number of Speed Awareness courses delivered. The use is reviewed and agreed at the Safety Camera Oversight Board. N.B. This reserve is not included in Annex 1 as it is a partnership reserve not solely available to the PCC. It is included in Annex 2.

### **Compliance with Home Office guidance on reserves**

On 31st March 2018 the Minister for Policing and the Fire Service published guidance on the information that each PCC must publish in terms of reserves. One of the key requirements is that the information on each reserve should make clear how much of the funding falls into each of the following three categories:

Funding for planned expenditure on projects and programmes over the period of the current medium term financial plan



Funding for specific projects and programmes beyond the current planning period

As a general contingency to meet other expenditure needs held in accordance with sound principles of good financial management

This information is provided in Annex 2 which analyses the forecast balance on 31st March 2024 over the above headings.

### **Conclusion**

The current policy, as demonstrated in the MTFP, is to maintain revenue general balances at 2.5% of the net annual revenue budget.

The earmarked reserves have been described and the strategy is to keep these for specific purposes (excluding the Safety Camera Reserve), to ensure taxpayers' money is being used as efficiently as possible. The Strategy for the total level of reserves is that they should not drop below 6% of the net annual revenue budget - and this is achieved in this MTFP.

Having considered the levels of reserves included in the MTFP and acknowledging the Chief Constable's commitment to work with the PCC to balance the budget over the period of the MTFP and taking account of the approach to managing financial risk described in the report, the CFOs' advice is that there will be adequate general and earmarked reserves to continue the smooth running of the PCC and Constabulary's finances over the medium-term financial planning period.

## FORECAST MOVEMENTS IN GENERAL AND EARMARKED RESERVES 2023/24 to 2027/28

PROJECTION OF RESERVES LEVELS:	Total General Reserve	Budget Support Reserve	Invest to Save Reserve	Capital Financing and Efficiency Improvement Reserve	Insurance Reserve	Regional Partnership Reserve	Community Safety Reserve	Transformation Reserve	PCC Reserve	Commissioning Reserve	Total Earmarked Reserve	Total General and Earmarked Reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>31/03/2023 Actual</b>	<b>4,840</b>	<b>2,881</b>	<b>1,755</b>	<b>7,452</b>	<b>856</b>	<b>109</b>	<b>417</b>	<b>322</b>	<b>533</b>	<b>1,321</b>	<b>15,646</b>	<b>20,486</b>
<b>Proposed Changes 2023/24:</b>												
Transfer to Revenue from Reserves		(2,881)					(194)	(1)	(8)	(11)	(3,095)	
Contribution to Reserves	150								70		70	
<b>31/03/2024 Forecast</b>	<b>4,990</b>		<b>1,755</b>	<b>7,452</b>	<b>856</b>	<b>109</b>	<b>223</b>	<b>321</b>	<b>595</b>	<b>1,310</b>	<b>12,621</b>	<b>17,611</b>
<b>Proposed Changes 2024/25:</b>												
Transfer to Revenue from Reserves			(382)	(1,068)			(125)			(539)	(2,114)	
Contribution to Reserves	270										0	
<b>31/03/2025 Forecast</b>	<b>5,260</b>		<b>1,373</b>	<b>6,384</b>	<b>856</b>	<b>109</b>	<b>98</b>	<b>321</b>	<b>595</b>	<b>771</b>	<b>10,507</b>	<b>15,767</b>
<b>Proposed Changes 2025/26:</b>												
Transfer to Revenue from Reserves			(338)	(1,230)							(1,568)	
Contribution to Reserves	80										0	
<b>31/03/2026 Forecast</b>	<b>5,340</b>		<b>1,035</b>	<b>5,154</b>	<b>856</b>	<b>109</b>	<b>98</b>	<b>321</b>	<b>595</b>	<b>771</b>	<b>8,939</b>	<b>14,279</b>
<b>Proposed Changes 2026/27:</b>												
Transfer to Revenue from Reserves			(338)	(1,396)							(1,734)	
Contribution to Reserves	70			640							640	
<b>31/03/2027 Forecast</b>	<b>5,410</b>		<b>697</b>	<b>4,397</b>	<b>856</b>	<b>109</b>	<b>98</b>	<b>321</b>	<b>595</b>	<b>771</b>	<b>7,845</b>	<b>13,255</b>
<b>Proposed Changes 2027/28:</b>												
Transfer to Revenue from Reserves			(338)	(308)							(646)	
Contribution to Reserves	80			520							520	
<b>31/03/2028 Forecast</b>	<b>5,490</b>		<b>359</b>	<b>4,609</b>	<b>856</b>	<b>109</b>	<b>98</b>	<b>321</b>	<b>595</b>	<b>771</b>	<b>7,718</b>	<b>13,208</b>

## FORECAST RESERVES AT 31/03/2024 ANALYSED BY HOME OFFICE CATEGORIES

Analysis of forecast reserves as at 31.03.2024 - NORFOLK					
	Forecast Balance as at 31.3.24	Funding for projects & programmes over the period of the current MTFP	New contributions during the life of the MTFP	Existing Funding for projects & programmes beyond 2027/28	General Contingency
	£m	£m		£m	£m
<b>General Reserve</b>	4.990	0.000	(0.500)	0.000	5.490
<b>Earmarked Reserves:</b>					
Budget Support Reserve	0.000	0.000		0.000	
Invest to Save Reserve	1.755	1.396		0.359	
Capital Financing Reserve	7.452	4.003	(0.420)	3.869	
Insurance Reserve	0.856	0.000			0.856
Partnership Reserve	0.109	0.000		0.109	
Community Safety Reserve	0.223	0.125		0.098	
Transformation Reserve	0.321	0.000		0.321	
PCC Reserve	0.595	0.000			0.595
Commissioning Reserve	1.310	0.539		0.771	
<b>Total Earmarked Reserves</b>	<b>12.621</b>	<b>6.063</b>	<b>(0.420)</b>	<b>5.527</b>	<b>1.451</b>
<b>Safety Camera Reserve</b>	<b>1.216</b>	<b>0.000</b>	<b>0.000</b>	<b>1.216</b>	
<b>Total Reserves</b>	<b>18.827</b>	<b>6.063</b>	<b>(0.920)</b>	<b>6.743</b>	<b>6.941</b>

**The Office of the Police and Crime Commissioner for Norfolk  
Annual Investment and Treasury Management Strategy Statement 2024/25**

**1. Background**

- 1.1 The PCC is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure. Part of the treasury management operation is to ensure that this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties or instruments commensurate with the PCC's low risk appetite, providing adequate liquidity initially before considering investment return.
- 1.2 The second main function of the treasury management service is the funding of the PCC's capital plans. These capital plans provide a guide to the borrowing need of the PCC, essentially the longer-term cash flow planning, to ensure that the PCC can meet his capital spending obligations. This management of longer-term cash may involve arranging long or short-term loans or using longer-term cash flow surpluses. On occasion, when it is prudent and economic, any debt previously drawn may be restructured to meet PCC risk or cost objectives.
- 1.3 The contribution the treasury management function makes to the PCC is critical, as the balance of debt and investment operations ensure liquidity or the ability to meet spending commitments as they fall due, either on day-to-day revenue or for larger capital projects. The treasury operations will see a balance of the interest costs of debt and the investment income arising from cash deposits affecting the available budget. Since cash balances generally result from reserves and balances, it is paramount to ensure adequate security of the sums invested, as a loss of principal will in effect result in a loss to the General Fund Balance.
- 1.4 CIPFA defines treasury management as:  
*"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."*
- 1.5 The CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) underpins the system of capital finance. The latest edition of the Prudential Code, published in December 2021, makes important changes that reflect developments since the Prudential Code was previously updated in 2017.

The revised reporting requirements included changes to the capital strategy, prudential indicators and investment reporting. The general ongoing principles of the revised Prudential Code, including the requirement in paragraph 51 that an authority must not borrow to invest primarily for financial return, applied with immediate effect.

The main objective of the 2021 Codes was to respond to the major expansion of local authority investment activity over the past few years into the purchase of non-financial investments, particularly property. The Codes require an authority to ensure that: -

- it defines its risk appetite and its governance processes for managing risk.
- it sets out, at a high level, its investment policy in relation to environmental, social and governance aspects.

- it adopts a new liability benchmark treasury indicator to support the financing risk management of the capital financing requirement; this is to be shown in chart form for a minimum of ten years, with material differences between the liability benchmark and actual loans to be explained.
  - it does not borrow to finance capital expenditure to invest primarily for commercial return.
  - increases in the CFR and borrowing are undertaken solely for purposes directly and primarily related to the functions of the authority. Where any financial returns are related to the financial viability of the project in question, they should be incidental to its primary purpose.
  - an annual review is conducted to evaluate whether commercial investments should be sold to release funds to finance new capital expenditure or refinance maturing debt.
  - its capital plans and investment plans are affordable and proportionate.
  - all borrowing/other long-term liabilities are within prudent and sustainable levels.
  - risks associated with commercial investments are proportionate to overall financial capacity to sustain losses.
  - treasury management decisions are in accordance with good professional practice.
  - reporting to members is done quarterly, including updates of prudential indicators.
  - it should assess the risks and rewards of significant investments over the long-term, as opposed to the usual three to five years that most local authority financial planning has been conducted over, to ensure the long-term financial sustainability of the authority. (CIPFA has not defined what longer-term means, but it is likely to infer 20-30 years in line with the financing time horizon and the expected life of the assets, while medium-term financial planning, at a higher level of detail, is probably aimed at around a 10-year timeframe and focuses on affordability in particular).
  - it has access to the appropriate level of expertise to be able to operate safely in all areas of investment and capital expenditure, and to involve the PCC adequately in making properly informed decisions on such investments.
- 1.6 This PCC has not engaged in any commercial investments and has no non-treasury investments.
- 1.7 The IFRS16 Leasing Standard has been deferred yet again and is now to be implemented in the Accounting Code of Practice from 1 April 2024, therefore the Prudential and Treasury Management Indicators reported include an estimation of Lease liabilities falling under IFRS16, which impact on external debt and the Capital Financing Requirement.

## 2. Reporting requirements

### Capital Strategy

- 2.1 The CIPFA 2021 Prudential and Treasury Management Codes require, for 2024/25, all local authorities to prepare a capital strategy report, which will provide the following:
- a high-level long-term overview of how capital expenditure, capital financing, investments and treasury management activity contribute to the delivery of plans and the provision of services
  - an overview of how the associated risk is managed
  - the implications for future financial and environmental sustainability
- 2.2 The aim of this capital strategy is to ensure that the PCC fully understands the overall long-term policy objectives and resulting capital strategy requirements, governance procedures and risk appetite.
- 2.3 The Capital Strategy will be published separately but is included within the PCC's Budget and MTFP report.

### Treasury Management reporting

- 2.4 The PCC is currently required to receive and approve, as a minimum, three main treasury reports each year, which incorporate a variety of policies, estimates and actuals.
- a. **Prudential and treasury indicators and treasury strategy** (this report) - The first, and most important report is forward looking and covers:
    - the capital plans, (including prudential indicators); (Annex 1)
    - a minimum revenue provision (MRP) policy, (how unfunded capital expenditure is charged to revenue over time); (Annex 2)
    - the treasury management strategy, (how the investments and borrowings are to be organised), including treasury indicators; and
    - an investment strategy, (the parameters on how investments are to be managed).
  - b. **A mid-year treasury management report** – This is primarily a progress report and will update the PCC on the capital position, amending prudential indicators as necessary, and whether any policies require revision.
  - c. **An annual treasury report** – This is a backward looking review document and provides details of a selection of actual prudential and treasury indicators and actual treasury operations compared to the estimates within the strategy.

## 3. Treasury Management Strategy for 2024/25

- 3.1 The strategy for 2024/25 covers two main areas:

### Capital issues

- the capital expenditure plans and the associated prudential indicators; see Annex 1.
- the minimum revenue provision (MRP) policy. See Annex 2.

### **Treasury management issues**

- the current treasury position;
- treasury indicators which limit the treasury risk and activities of the PCC;
- prospects for interest rates;
- the borrowing strategy;
- policy on borrowing in advance of need;
- debt rescheduling;
- the investment strategy;
- creditworthiness policy; and
- the policy on use of external service providers.

These elements cover the requirements of the Local Government Act 2003, the CIPFA Prudential Code, DLUHC (The Department for Levelling Up, Housing and Communities) MRP Guidance, the CIPFA Treasury Management Code and DLUHC Investment Guidance.

### **Training**

- 3.2 The CIPFA Code requires the responsible officer to ensure that officers with responsibility for treasury management receive adequate training in treasury management. This also applies to Audit Committee members responsible for scrutiny. Training on the Prudential Code and the Capital Strategy was last provided to Audit Committee members in October 2018. CIPFA do offer training events specifically for Audit Committees.

### **Treasury management consultants**

- 3.3 The PCC uses Link Asset Services as its external treasury management advisors. The current contract with Link expires on 31 August 2025.
- 3.4 The PCC recognises that responsibility for treasury management decisions remains with the organisation at all times and will ensure that undue reliance is not placed upon the services of our external service providers. All decisions will be undertaken with regard to all available information, including, but not solely, our treasury advisers.
- 3.5 It is also recognised that there is value in employing external providers of treasury management services in order to acquire access to specialist skills and resources. The PCC will ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review.

### **The Treasury Management Function**

- 3.6 The CIPFA Code defines treasury management activities as “the management of the PCC’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

- 3.7 The PCC regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the PCC, and any financial instruments entered into to manage these risks.
- 3.8 The PCC acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
- 3.9 The PCC is required to operate a balanced budget, which broadly means that cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensures this cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in low risk counterparties, providing adequate liquidity before considering investment return.
- 3.10 A further function of the treasury management service is to provide for the borrowing requirement of the PCC, essentially the longer term cash flow planning, typically 30 years plus, to ensure the PCC can meet its capital spending obligations. This management of longer term cash may involve arranging long or short term loans, or using internal cash balances on a temporary basis. Debt previously borrowed may be restructured to meet PCC risk or cost objectives.
- 3.11 The PCC has delegated responsibility for treasury management decisions taken within the approved strategy to the PCC CFO. Day to day execution and administration of investment and borrowing decisions is undertaken by Specialist Accountants based in the Joint Finance Department for Suffolk and Norfolk Constabularies.
- 3.12 External treasury management services continue to be provided by Link Asset Services in a joint contract with the PCC for Suffolk. Link Asset Services provides a range of services which include:
- Technical support on treasury matters and capital finance issues.
  - Economic and interest rate analysis.
  - Debt services which includes advice on the timing of long term borrowing.
  - Debt rescheduling advice surrounding the existing portfolio.
    - Generic investment advice on interest rates, timing and investment instruments.
    - Credit ratings/market information service for the three main credit rating agencies (Fitch, Moody's and Standard & Poors).
- 3.13 Whilst Link Asset Services provide support to the treasury function, under market rules and in accordance with the CIPFA Code of Practice, the final decision on treasury matters remains with the PCC.



3.14 Performance will continue to be monitored and reported to the PCC as part of the budget monitoring report.

3.15 Link Asset Service's Economic Forecast is set out in Annex 3.

#### 4. Investment Strategy 2024/25

4.1 The Bank Rate at the time of drafting this Strategy stands at 5.25 %. It is currently predicted that the Bank Rate will increase over the planning period as follows:

- Q1 2024 - 5.25%
- Q1 2025 - 3.75%
- Q1 2026 - 3.00%

However, these forecasts are likely to be revised within a relatively short timeframe due to a number of social, economic and political reasons.

4.2 The suggested budgeted investment earnings rates for returns on investments placed for periods up to about three months during each financial year are as follows:

Financial Year	Budgeted Interest Earnings
2023/24	5.30%
2024/25	4.70%
2025/26	3.20%
2026/27	3.00%
2027/28	3.25%
Later Years	3.25%

The overall balance of risks to economic growth in the UK is now to the downside, including residual risks from Covid, Brexit and the wars in Ukraine and the Middle East - both domestically and their potential effects worldwide.

4.3 There are 3 key considerations to the treasury management investment process. DLUHC's Investment Guidance ranks these in the following order of importance:

- security of principal invested,
- liquidity for cash flow, and
- investment return (yield).

Each deposit is considered in the context of these 3 factors, in that order.

4.4 DLUHC's Investment Guidance requires local authorities and PCCs to invest prudently and give priority to security and liquidity before yield, as described above. In order to facilitate this objective, the Guidance requires the PCC to have regard to CIPFA's Code of Practice for Treasury Management in the Public Sector.

4.5 The key requirements of both the Code and the Investment Guidance are to produce an Annual Investment and Treasury Strategy covering the following:

- Guidelines for choosing and placing investments – Counterparty Criteria and identification of the maximum period for which funds can be committed – Counterparty Monetary and Time Limits.
- Details of Specified and Non-Specified investment types.

## 5. Investment Strategy 2024/25 - Counterparty Criteria

5.1 The PCC works closely with its external treasury advisors to determine the criteria for high quality institutions.

5.2 The criteria for providing a pool of high-quality investment counterparties for inclusion on the PCC's 'Approved Authorised Counterparty List' is provided below

- **UK Banks** which have the following minimum ratings from at least one of the three credit rating agencies:

UK Banks	Fitch	Standard & Poors	Moody's
Short Term Ratings	F1	A-1	P-1
Long Term Ratings	A-	A-	A3

- **Non-UK Banks** domiciled in a country which has a minimum sovereign rating of AA+ and have the following minimum ratings from at least one of the credit rating agencies:

Non-UK Banks	Fitch	Standard & Poors	Moody's
Short Term Ratings	F1+	A-1+	P-1
Long Term Ratings	AA-	AA-	Aa3

- **Part Nationalised UK Banks** – Royal Bank of Scotland Group (including Nat West). These banks are included while they continue to be part nationalised or they meet the minimum rating criteria for UK Banks above.

- **The PCC's Corporate Banker** – If the credit ratings of the PCC's corporate banker (currently Barclays Bank plc) fall below the minimum criteria for UK Banks above, then cash balances held with that bank will be for account operation purposes only and balances will be minimised in terms of monetary size and time.
- **Building Societies** – The PCC will use Building Societies which meet the ratings for UK Banks outlined above.
- **Money Market Funds (MMFs)** – which are rated AAA by at least one of the three major rating agencies. MMF's are 'pooled funds' investing in high-quality, high-liquidity, short-term securities such as treasury bills, repurchase agreements and certificate of deposit. Funds offer a high degree of counterparty diversification that include both UK and Overseas Banks.
- **UK Government** – including the Debt Management Account Deposit Facility & Sterling Treasury Bills. Sterling Treasury Bills are short-term (up to six months) 'paper' issued by the UK Government. In the same way that the Government issues Gilts to meet long term funding requirements, Treasury Bills are used by Government to meet short term revenue obligations. They have the security of being issued by the UK Government.
- **Local Authorities, PCCs etc.** – Includes those in England and Wales (as defined in Section 23 of the Local Government Act 2003) or a similar body in Scotland or Northern Ireland.

5.3 All cash invested by the PCC in 2024/25 will be either Sterling deposits (including certificates of deposit) or Sterling Treasury Bills invested with banks and other institutions in accordance with the Approved Authorised Counterparty List.

5.4 The Code of Practice requires local authorities and PCCs to supplement credit rating information. Whilst the above criteria rely primarily on the application of credit ratings to provide a pool of appropriate counterparties for use, additional market information will be used to inform investment decisions. This additional market information includes, for example, Credit Default Swap rates and equity prices in order to compare the relative security of counterparties.

5.5 The current maximum lending limit of £10m for any counterparty will be maintained in 2024/25 to reflect the level of cash balances and to avoid large deposits with the DMO. Where there is a surplus of cash due to unplanned cashflows, in order to keep within the counterparty limit with the PCC's bankers, the PCC will place investments using other secure liquid financial instruments, e.g. Money Market Funds.

5.6 In addition to individual institutional lending limits, "Group Limits" will be used whereby the collective investment exposure of individual banks within the same banking group is restricted to a group lending limit of £10m.

5.7 The Strategy permits deposits beyond 365 days (up to a maximum of 2 years) but only with UK banks which meet the credit ratings at paragraph 5.2. Deposits may also be placed with UK Part Nationalised Banks and Local Authorities for periods of up to 2 years.

5.8 A reasonable amount will be held on an instant access basis in order for the PCC to meet any unexpected needs. Instant access accounts are also preferable during periods of credit risk uncertainty in the markets, allowing the PCC to immediately withdraw funds should any concern arise over a particular institution.

## 6. Investment Strategy 2024/25 – Specified and Non-Specified Investments

6.1 As determined by DLUHC's Investment Guidance, Specified Investments offer "high security and high liquidity". They are Sterling denominated and have a maturity of less than one year or for a longer period but where the PCC has the right to be repaid within one year if he wishes. Institutions of "high" credit quality are deemed to be Specified Investments where the possibility of loss of principal or investment income is small. From the pool of high quality investment counterparties identified in Section 5, the following are deemed to be Specified Investments :

- Banks: UK and Non-UK;
- Part Nationalised UK Banks;
- The PCC's Corporate Banker (Barclays Bank plc)
- Building Societies (which meet the minimum ratings criteria for Banks);
- Money Market Funds;
- UK Government;
- Local Authorities, PCCs etc.

6.2 Non-Specified Investments are those investments that do not meet the criteria of Specified Investments. From the pool of counterparties identified in Section 5, they include:

- Any investment that cannot be recalled within 365 days of initiation.

6.3 The categorisation of 'Non-Specified' does not in any way detract from the credit quality of these institutions, but is merely a requirement of the Government's guidance.

6.4 The PCC's proposed Strategy for 2024/25 therefore includes both Specified and Non-Specified Investment institutions.

## 7. Borrowing Strategy 2024/25

7.1 Capital expenditure can be funded immediately by applying capital receipts, capital grants or revenue contributions. Capital expenditure in excess of available capital resources or revenue contributions will increase the PCC's borrowing requirement. The PCC's need to borrow is measured by the Capital Financial Requirement (CFR), which simply represents the total outstanding capital expenditure, which has not yet been funded from either capital or revenue resources.

7.2 For the PCC, borrowing principally relates to long term loans (i.e. loans in excess of 365 days). The borrowing strategy includes decisions on the timing of when further monies should be borrowed.

7.3 Historically, the main source of long term loans has been the Public Works Loan Board (PWLB), which is part of the UK Debt Management Office (DMO). The maximum period for which loans can be advanced by the PWLB is 50 years. Lending by the PWLB is now on the proviso that CFOs confirm that the authority does not intend to buy investment assets primarily for yield at any point in the next three years. The 2021 revision to the Prudential Code now includes the requirement in paragraph 51 that an authority must not borrow to invest primarily for financial return. Paragraph 51 states:

*"The Prudential Code determines that certain acts or practices are not prudent activity for a local authority and incur risk to the affordability of local authority investment:*

- *In order to comply with the Prudential Code, an authority must not borrow to invest primarily for financial return.*

- *It is not prudent for local authorities to make any investment or spending decision that will increase the capital financing requirement, and so may lead to new borrowing, unless directly and primarily related to the functions of the authority and where any financial returns are either related to the financial viability of the project in question or otherwise incidental to the primary purpose."*

7.4 External borrowing currently stands at £30.5m (excluding PFI and ROU Leases). At 31 March 2023 and excluding PFI and ROU Leases, there was a £47.4m Capital Financing Requirement (CFR), £15.7m relating to unfunded capital expenditure which had been financed from internal resources. The CFR is estimated to be £51.6m at 31 March 2024, £54.7m at 31 March 2025 and £54.6m at 31 March 2026. Additional long term borrowing is estimated at £6.8m in 2023/24, £6.6m for 2024/25, £2.7m for 2025/26 and £2.8m for 2026/27. The borrowing requirement does not include the funding requirement in respect of assets financed through PFI and Leasing.

7.5 The challenging and uncertain economic outlook, together with managing the cost of "carrying debt" requires a flexible approach to borrowing. The PCC, under delegated powers, will take the most appropriate form of borrowing depending on the prevailing interest rates at the time and any risks identified.

7.6 The level of outstanding debt and composition of debt, in terms of individual loans, is kept under review. The PWLB provides a facility to allow the restructure of debt, including premature repayment of loans, and encourages local authorities and PCCs to do so when circumstances permit. This can result in net savings in overall interest charges. The PCC CFO and Link Asset Services will monitor prevailing rates for any opportunities during the year. As short term borrowing rates tend to be considerably cheaper than longer term fixed interest rates, there may be potential opportunities to generate savings by switching from long term debt to short term debt. However, these savings will need to be considered in the light of the current treasury position and the size of the cost of debt repayment (premiums incurred). Consideration will also be given to identify if there is any residual

potential for making savings by running down investment balances to repay debt prematurely as short term rates on investments are likely to be lower than rates paid on current debt

- 7.7 The PCC has flexibility to borrow funds in the current year for use in future years, but will not borrow more than or in advance of its needs purely in order to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates, and will be considered carefully to ensure that value for money can be demonstrated and that the PCC can ensure the security of such funds
- 7.8 The PCC will continue to use the most appropriate source of borrowing at the time of making application, including; the PWLB, commercial market loans, Local Authorities and the Municipal Bond Agency.

## 8. Treasury Management Indicators

- 8.1 In addition to the key Indicators included in the Prudential Code and reported separately, there are three treasury management indicators. The purpose of the indicators is to restrict the activity of the treasury function to within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. However, if these indicators are too restrictive, they will impair the opportunities to reduce costs/improve performance. The Indicators are:

- Maturity Structures of Borrowing** – These gross limits are set to reduce the PCC’s exposure to large fixed rate sums falling due for refinancing and require upper and lower limits. It is recommended that the PCC sets the following limits for the maturity structures of its borrowing at 31.3.24:

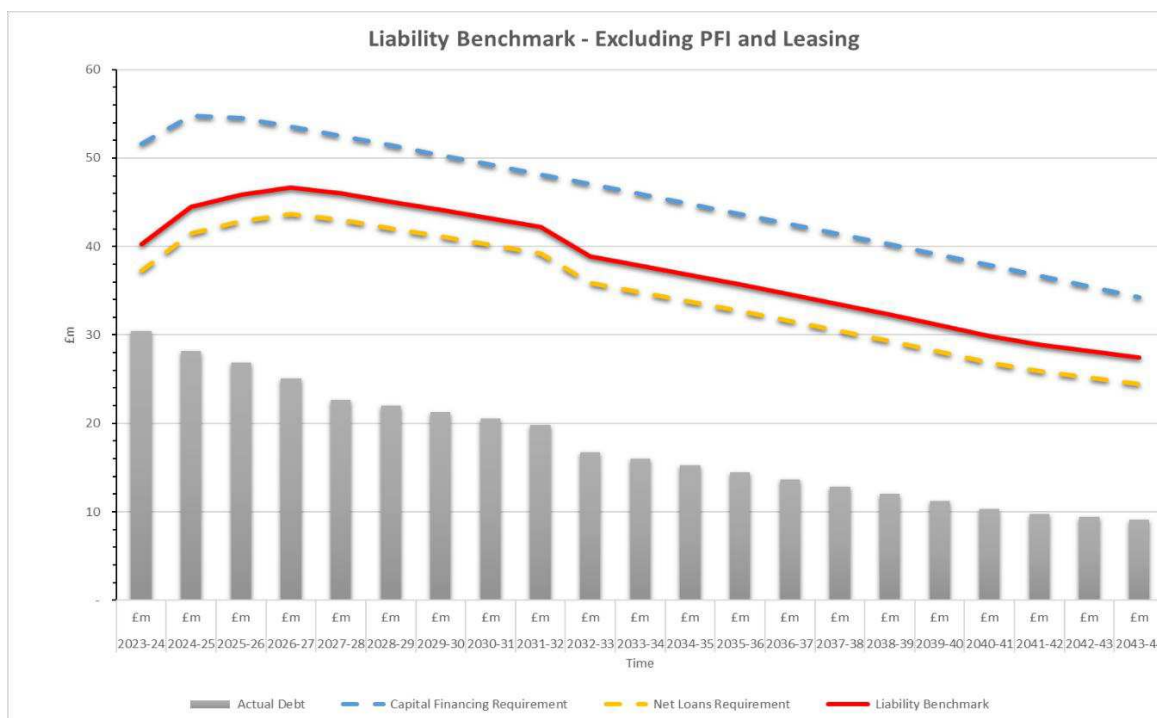
	Actual*	Lower Limit	Upper Limit
Under 12 months	7.6%	0%	15%
12 months and within 24 months	4.1%	0%	15%
24 months and within 5 years	16.1%	0%	45%
5 years and within 10 years	19.6%	0%	75%
10 years and above	52.6%	0%	100%

\* Actual is based on existing balances at 31 March 2024

- Upper Limits to the Total of Principal Funds Invested for Greater than 365 Days** – This limit is set with regard to the PCC’s liquidity requirements. It is estimated that in 2024/25, the maximum level of PCC funds invested for periods greater than 365 days will be no more than £4.990m.

- **Liability Benchmark**

This is a new indicator arising from the 2021 Revised Treasury Management Code of Practice. The liability benchmark is an essential risk management tool. The optimum position is for total borrowing to be on the liability benchmark line. Borrowing above that level will be reflected in increased investment balances and introduce the cost of carry and additional credit risk implications, although this may be needed to anticipate interest rate movements and secure affordable borrowing.



**Annex 1****Prudential Code Indicators 2024/25, 2025/26, 2026/27****1. Background**

- 1.1 The Prudential Code for capital investment came into effect on 1<sup>st</sup> April 2004. It replaced the complex regulatory framework, which only allowed borrowing if specific government authorisation had been received. The Prudential system is one based on self-regulation. All borrowing undertaken is self-determined under the prudential code. A revised Prudential Code was published in December 2021 and applied with immediate effect, albeit with a soft landing for 2022/23.
- 1.2 Under Prudential arrangements the PCC can determine the borrowing limit for capital expenditure. The Government does retain reserve powers to restrict borrowing if that is required for national economic reasons.
- 1.3 The key objectives of the Code are to ensure, within a clear framework, that capital investment plans are affordable, prudent and sustainable. The Code specifies indicators that must be used and factors that must be taken into account. The Code requires the PCC to set and monitor performance on:
- capital expenditure
  - affordability
  - external debt
  - treasury management (now included within Treasury Management strategy)
- 1.4 The required Prudential and Treasury Management indicators are:
- Capital Expenditure Forecast
  - Capital Financing Requirement
  - Actual External Debt
  - Authorised Limit for External Debt
  - Operational Boundary Limit for External Debt
  - Net income from commercial and service investments to net revenue stream Ratio.

However authorities are now advised to use local indicators, where this would be beneficial, especially if carry out commercial activities.

- 1.5 Once determined, the indicators can be changed so long as this is reported to the PCC.
- 1.6 Actual performance against indicators will be monitored throughout the year. All the indicators will be reviewed and updated annually.



## 2. The Indicators

- 2.1 The **Capital Expenditure Payment Forecast** is detailed in Appendix E (of the PCC's Budget and MTFP report 2024/28). The total estimated payments are:

	2024/25	2025/26	2026/27
	£m	£m	£m
<i>Capital Expenditure Forecast</i>	10.729	7.344	6.910
<i>Transition of ROU Leases</i>	0.391	-	-

The PCC is being asked for approval to an overall Capital Programme based on the level of capital financing costs contained within the draft revenue budget.

- 2.2 The **ratio of capital financing costs to net revenue budget** shows the estimated annual revenue costs of borrowing (net interest payable on debt and the minimum revenue provision for repaying the debt), as a proportion of annual income from local taxation and non-specific government grants. The estimates include PFI MRP and interest costs. Estimates of the ratio of capital financing costs to net revenue budget for future years are:

<b>Ratio of Capital Financing Costs to Net Revenue Budget</b>		
2024/25 Estimate	2025/26 Estimate	2026/27 Estimate
4.46%	4.23%	4.13%

- 2.3 The **capital financing requirement** represents capital expenditure not yet financed by capital receipts, revenue contributions or capital grants. It measures the underlying need to borrow for capital purposes, although this borrowing may not necessarily take place externally. Estimates of the end of year capital financing requirement for future years are:

<b>Capital Financing Requirement</b>			
31/03/24 Estimate	31/03/25 Estimate	31/03/26 Estimate	31/03/27 Estimate
£m	£m	£m	£m
103.128	104.665	102.808	100.171

- 2.4 The guidance on **net borrowing for capital purposes** advises that:

*"In order to ensure that over the medium term gross debt will only be for a capital purpose, the local authority should ensure that gross external debt does not, except in the short term, exceed the total of the capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years."*

- 2.5 The Code defines the **authorised limit for external debt** as the sum of external borrowing and any other financing long-term liabilities e.g. finance leases. It is recommended that the PCC approve the 2024/25 and future years limits. For 2024/25 this will be the statutory limit determined under section 3(1) of the Local Government Act 2003.

As required by the Code, the PCC is asked to delegate authority to the Chief Finance Officer (OPCCN), within the total limit for any individual year, to effect movement between the separate limits for borrowing and other long-term liabilities. Any such changes made will be reported to the PCC.

<b>Authorised Limit for External Debt</b>			
	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<i>£m</i>	<i>£m</i>	<i>£m</i>
<i>PWLB borrowing</i>	41.467	42.842	43.686
<i>Other long term liabilities (PFI and ROU Lease Liabilities)</i>	49.919	48.256	46.589
<i>Headroom</i>	18.512	16.850	14.905
<b>Total</b>	<b>109.899</b>	<b>107.948</b>	<b>105.180</b>

These proposed limits are consistent with the Capital Programme. They provide headroom to allow for operational management, for example unusual cash movements.

- 2.6 The Code also requires the PCC to approve an **operational boundary limit for external debt** for the same time period. The proposed operational boundary for external debt is the same calculation as the authorised limit without the additional headroom. The operational boundary represents a key management tool for in year monitoring.

Within the operational boundary, figures for borrowing and other long-term liabilities are separately identified again. The PCC is asked to delegate authority to the Chief Finance Officer (OPCCN), within the total operational boundary for any individual year, to make any required changes between the separately agreed figures for borrowing and other long-term liabilities. Any changes will be reported to the PCC.

<b>Operational Boundary Limit for External Debt</b>			
	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<i>£m</i>	<i>£m</i>	<i>£m</i>
<i>PWLB borrowing</i>	41.467	42.842	43.686
<i>Other long term liabilities (PFI and ROU Lease Liabilities)</i>	49.919	48.256	46.589
<b>Total</b>	<b>91.386</b>	<b>91.098</b>	<b>90.275</b>

- 2.7 The Code now requires a new indicator identifying the ratio between net income from commercial and service investments to net revenue stream. This indicator provides a contextual assessment of the proportionality of income from commercial and service investments. However, as the PCC does not currently engage in any commercial arrangements, there is no need to provide further information on this indicator.

## Annex 2

## Minimum Revenue Provision (MRP) MRP Policy and Statement for 2024/25.

### 1. Introduction

- 1.1 The PCC is required to make a charge against the revenue budget each year in respect of capital expenditure financed by borrowing or credit arrangement. The annual charge is set aside for the eventual repayment of the loan and is known as the Minimum Revenue Provision (MRP). This is separate from any annual interest charges that are incurred on borrowing.
- 1.2 The Local Authorities (Capital Finance and Accounting) (England) (Amendment) Regulations 2008 amend the way in which MRP can be calculated so that each authority must consider what is "prudent". The regulations are backed up by statutory guidance which gives advice on what might be considered prudent.

### 2. Options for Making Prudent Provision

- 2.1 Four options are included in the guidance, which are those likely to be most relevant for the majority of local government bodies. Although other approaches are not ruled out, local government bodies must demonstrate that they are fully consistent with the statutory duty to make prudent revenue provision.

#### Option 1 - Regulatory Method

Authorities may continue to use the formulae put in place by the previous regulations.

#### Option 2 - Capital Financing Requirement (CFR) Method

Under this option, MRP is equal to 4% of the non-housing CFR at the end of the preceding financial year.

#### Option 3 – Asset Life Method

This is to make provision over the estimated life of the asset for which the borrowing is undertaken. This could be done by:

- (a) Charging MRP in equal instalments over the life of the asset
- (b) Charge MRP on an annuity basis, where MRP is the principal element for the year of the annuity required to repay over the asset's useful life the amount of capital expenditure financed by borrowing or credit arrangements. The authority should use an appropriate interest rate to calculate the amount. Adjustments to the calculation to take account of repayment by other methods during repayment period (e.g. by the application of capital receipts) should be made as necessary.

#### Option 4 - Depreciation

MRP is deemed to be equal to the provision required in accordance with depreciation accounting in respect of the asset on which expenditure has been financed by borrowing or credit arrangements. This should include any amount for impairment charged to the income and expenditure accounts.

- 2.2 The regulations make a distinction between capital expenditure incurred before 1 April 2008 and capital expenditure incurred from 1 April 2008 in terms of the options available.
- 2.3 Options 1 and 2 are to be used for capital expenditure incurred pre April 2008. Options 3 and 4 are to be used for Capital expenditure incurred post April 2008.

### 3. MRP Policy

- 3.1 Before 1 April 2019 the option adopted for expenditure incurred after 1 April 2008 was Option 3a (Equal Instalment method). This method was deemed prudent whilst assets were primarily being internally financed.
- 3.2 As reserves, cash and investment balances have been consumed following the decrease in direct government funding, it is now necessary to externally finance capital expenditure on long life assets. The current preferred financing method is via the Public Works Loans Board (PWLB) borrowed on an annuity basis.
- 3.3 Option 3b (Annuity Method) is adopted for capital expenditure chargeable as MRP for the first time after 1 April 2019. The principal reason for this change was for the charge to revenue to reflect the capital repayment basis on the associated finance. This method will therefore adopt a similar MRP basis as those assets financed through lease or PFI arrangements.
- 3.4 The revised Statutory Guidance released on 2 February 2018 stipulates that this change in policy cannot be applied retrospectively to assets placed in service prior to the date the revised policy was introduced. Therefore Option 3a still applies to capital expenditure chargeable as MRP for the first time prior to 1 April 2019.

### 4. Recommendations

- 4.1 It is proposed that the following MRP policy is adopted as follows for 2024/25:
- Capital expenditure incurred before April 2008 is treated in accordance with Option 1 of the regulatory guidance;
  - Capital expenditure chargeable as MRP for the first time from 1 April 2008 to 31 March 2019 is treated in accordance with Option 3(a) of the regulatory guidance.
  - Capital expenditure chargeable as MRP for the first time after 1 April 2019 is treated in accordance with Option 3(b) of the regulatory guidance.

## Norfolk PCC Precept 2024/25 – £12.96 (4.28%) increase in Council Tax

COUNCIL TAX PRECEPT					
<b>£12.96 (4.28%) increase in council tax in 2024/25</b>					
<b>£</b>					
Budget Requirement				211,395,975	
Less Government Funding				111,688,042	
To be met from council tax (incl. surplus)				<u>99,707,933</u>	
Billing Authority	Taxbase	Precept Amount	Surplus on Collection Fund		Total Payments Due
		£	£		£
BRECKLAND	46,833	14,794,482	108,055		14,902,536
BROADLAND	48,996	15,477,836	75,477		15,553,313
GT. YARMOUTH	30,581	9,660,538	(10,884)		9,649,653
K.LYNN & W. NORFOLK	53,748	16,978,930	71,650		17,050,580
NORTH NORFOLK	41,502	13,110,387	140,488		13,250,875
CITY OF NORWICH	38,773	12,248,391	68,309		12,316,700
SOUTH NORFOLK	53,215	16,810,619	173,656		16,984,275
	<u>313,647</u>	<u>99,081,182</u>	<u>626,751</u>		<u>99,707,933</u>
Valuation Band	Council Tax 2023/24	Council Tax 2024/25	Increase		
	£	£	Year	Week	
A	201.96	210.60	8.64	0.17	
B	235.62	245.70	10.08	0.19	
C	269.28	280.80	11.52	0.22	
D	302.94	315.90	12.96	0.25	
E	370.26	386.10	15.84	0.30	
F	437.58	456.30	18.72	0.36	
G	504.90	526.50	21.60	0.42	
H	605.88	631.80	25.92	0.50	
(i)	As in previous years instalment payments will be made to the PCC by the district councils on the day that they receive their government grant instalments. This will minimise the cash flow effect on the collection authorities.				
(ii)	Where a surplus on collection of 2023/24 council tax has been estimated, the District Council concerned will pay to the PCC its proportion of the sum by ten equal instalments, as an addition to the May 2024 to February 2025 precept payments.				
(iii)	Where a deficit on collection of 2023/24 council tax has been estimated, the District Council concerned will receive from the PCC its proportion of the sum by ten equal instalments, as a reduction to the May 2024 to February 2025 precept payments.				

## Precept consultation 2024/25 Results

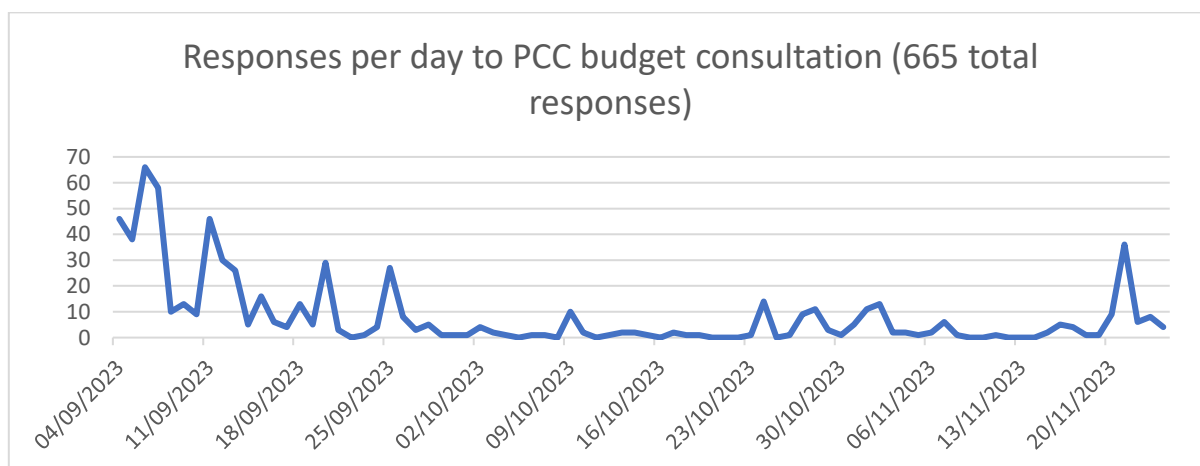
## Intro

The 2024-25 PCC Budget Consultation ran from 4<sup>th</sup> September until 24<sup>th</sup> November 2023. There were 665 individual responses to the main survey questions on policing priorities and willingness to pay more council tax, along with 339 further comments.

## Engagement

The chart below shows the number of responses to the survey each day that consultation was open. The spikes correlate with:

- the launch of the survey and promotion on the police intranet;
- media promotion and public engagement events such as those held in libraries;
- the internal Q&A held for officers and staff on 21<sup>st</sup> Nov.



Over the period of the twelve-week consultation, the PCC held several different engagement events across Norfolk.

In the month of September, he held the following engagement sessions:

- Heathersett Library- public drop-in session.
- Costessey Library- public drop-in session.
- Acle police priority setting meeting.
- Watlington Rainbow Café- public café supporting rurally isolated and vulnerable groups.
- Norfolk & Suffolk Victim Care service users' session.
- Broads Beat public engagement session.
- Wymondham Library- public drop-in session.
- Cromer Library- public drop-in session.

In the month of October, the PCC held the following engagement sessions:

- West Norfolk Community meeting.
- Question and answer session with the Norfolk Independent Advisory Group.
- Norwich Millennium Library- public drop-in session.
- Q&A with Norwich retailers.
- Q&A Community Rural Action Group.
- Q&A with Norfolk Association of Local Councils.
- Q&A on a Rural Crime Webinar.
- Meeting with service users and staff at Norfolk LGBTQ+ Project.
- Downham Market police priority setting meeting.
- Great Yarmouth Library- public drop-in session.

In the month of November, the PCC held the following engagement sessions:

- Time to Talk surgery engagement session with members of the public.
- Thetford Library- public drop-in session.
- Online live Q&A session with Police staff and officers.

The consultation was launched by the PCC through interviews on BBC Radio Norfolk and Greatest Hits Radio, explaining his precept consultation survey and how to access it. Over the course of the twelve weeks, articles informing the public of the survey were ran in the EDP, Norwich Evening News, Surlingham News, The Norwich Seeker and the Dereham Times. These were alongside our own social media accounts, including Twitter, Facebook and Next-door. Information about the precept consultation was shared by other organisation's social media accounts such as libraries, local policing teams and local community organisations. There were 28,401 views of the OPCCN social media posts that informed members of the public where they access the information and take the survey.

### Results – Quantitative analysis

Pillar ranking exercise.

Survey respondents were asked to rank the importance of the PCC's six pillars. Of the 665 total responses, 34 people did not correctly complete the pillar ranking exercise.<sup>1</sup> This left a sample of 631 responses (95% of the total) who ranked the six pillars from 1-6 (1 being the top priority, 6 being the least priority).

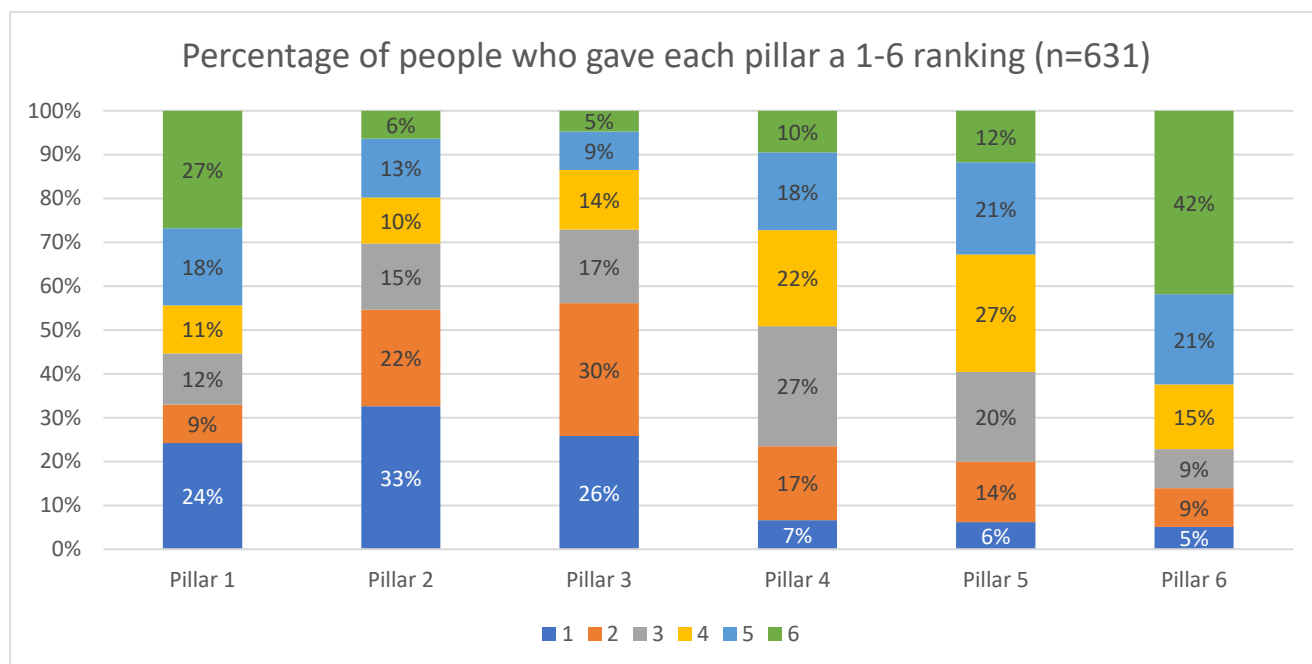
The six pillars are:

1. Sustain Norfolk Constabulary
2. Visible and Trusted Policing
3. Tackling Crime
4. Preventing Offending
5. Support Victims
6. Safer and Stronger Communities

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<sup>1</sup> Six people put all 6s or 7s in every category; 14 people put all 1s or 0s; 14 people used combinations of multiple numbers, e.g. three 1s and three 6s.

The results are shown in the table below:

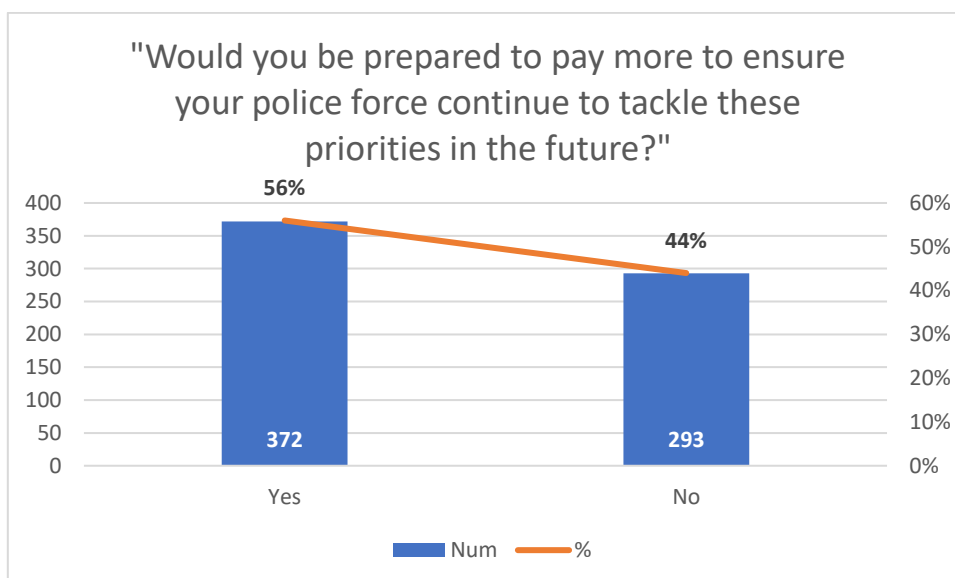


- Pillar 2 was the top priority for a third of respondents, followed by pillar 3 (26%) and pillar 1 (24%).
- Pillars 2 and 3 were a top three priority for over 70% of respondents.
- Pillars 1 and 4 were the next most popular top three priorities. 51% voted pillar 4 as a top three priority, with 45% saying the same of pillar 1.
- Pillars 5 and 6 were the least popular, with pillar 6 being the lowest priority for 42% of respondents.
- However, pillar 1 produced the most polarised result, with 24% of respondents saying it should be the top priority and 27% of respondents saying it should be the least priority.

#### Willing to pay more council tax?

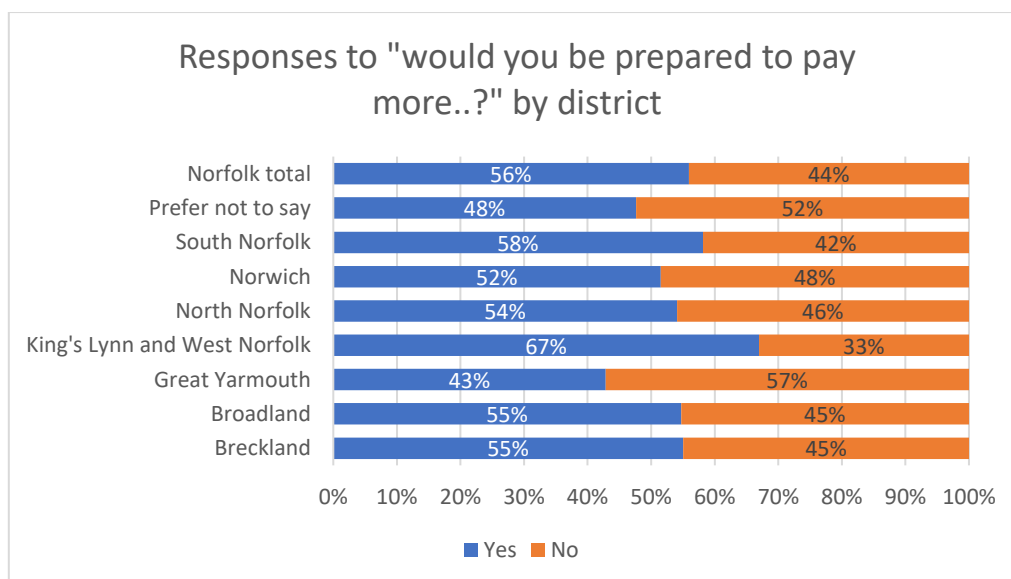
56% of respondents said they would be prepared to pay more council tax.



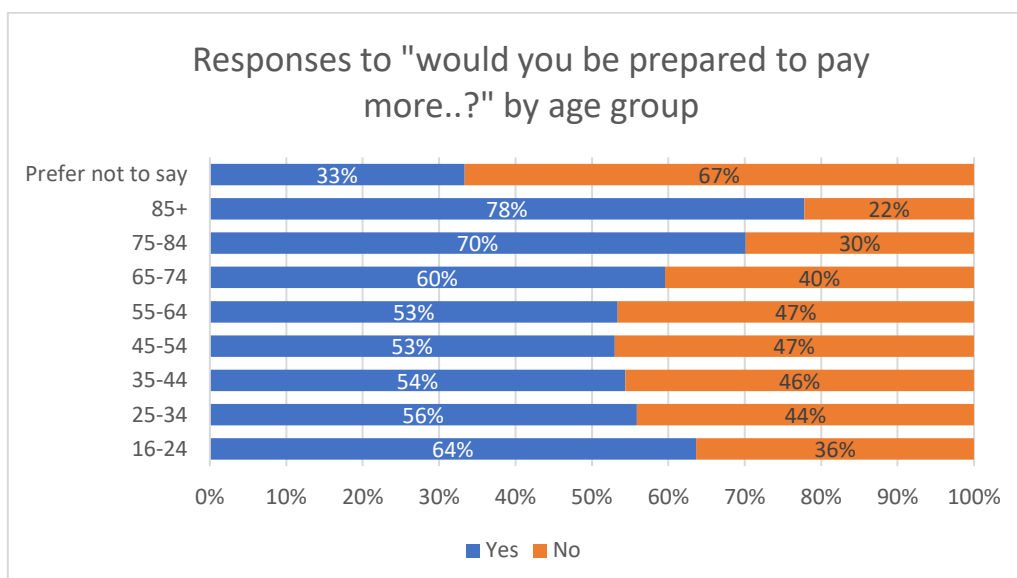


### Demographics and Protected Characteristics

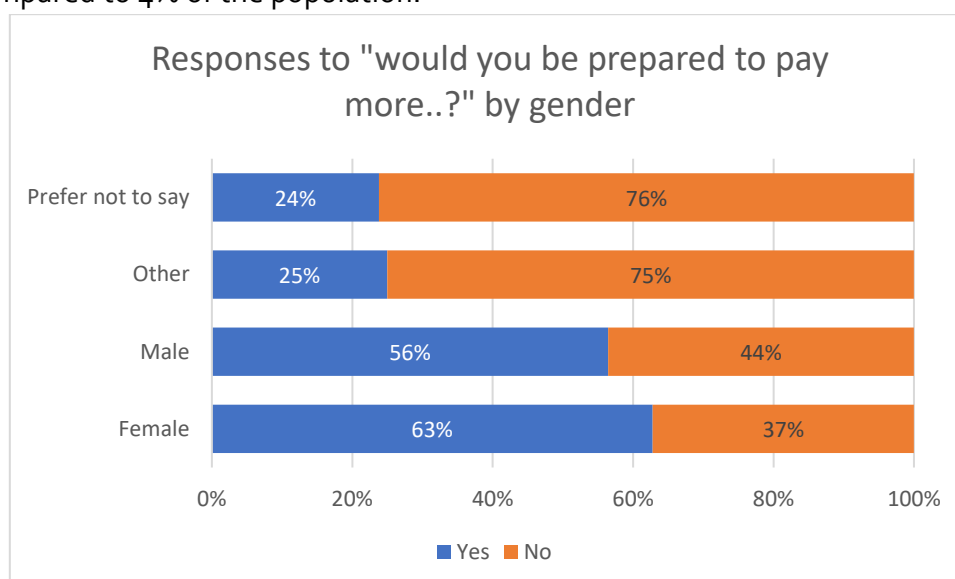
The survey included questions on which district the respondent lives in, as well as protected characteristic data (age, gender, ethnic background, religion or belief, sexual orientation, and disability). The OPCCN collects this data to support fulfilment of the Public Sector Equality Duty.



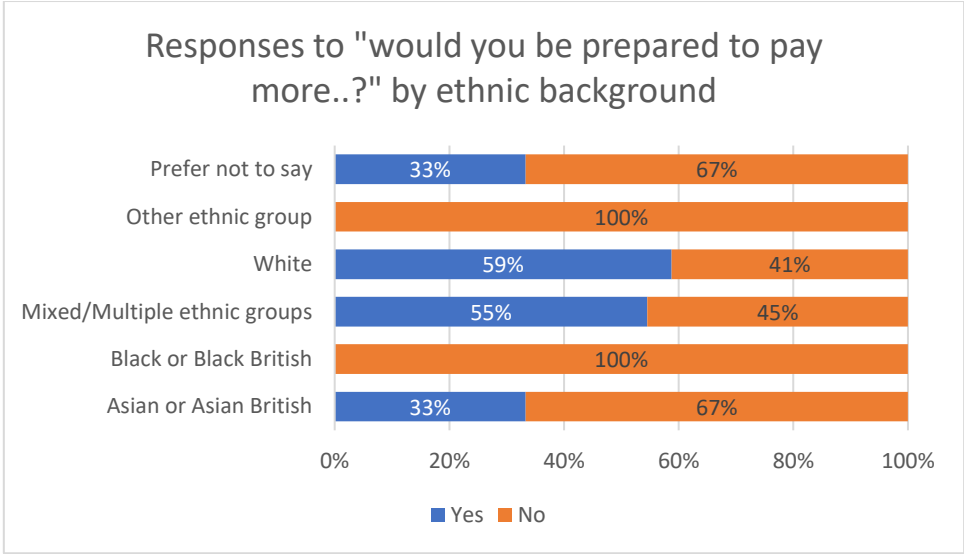
- The majority of respondents in all Norfolk districts apart from Great Yarmouth said they would be prepared to pay more.
- Most districts were represented proportionally in the survey results, with only Great Yarmouth underrepresented (6% of survey respondents compared to 11% of Norfolk residents), and South Norfolk overrepresented (21% of survey respondents compared to 16% of Norfolk residents).



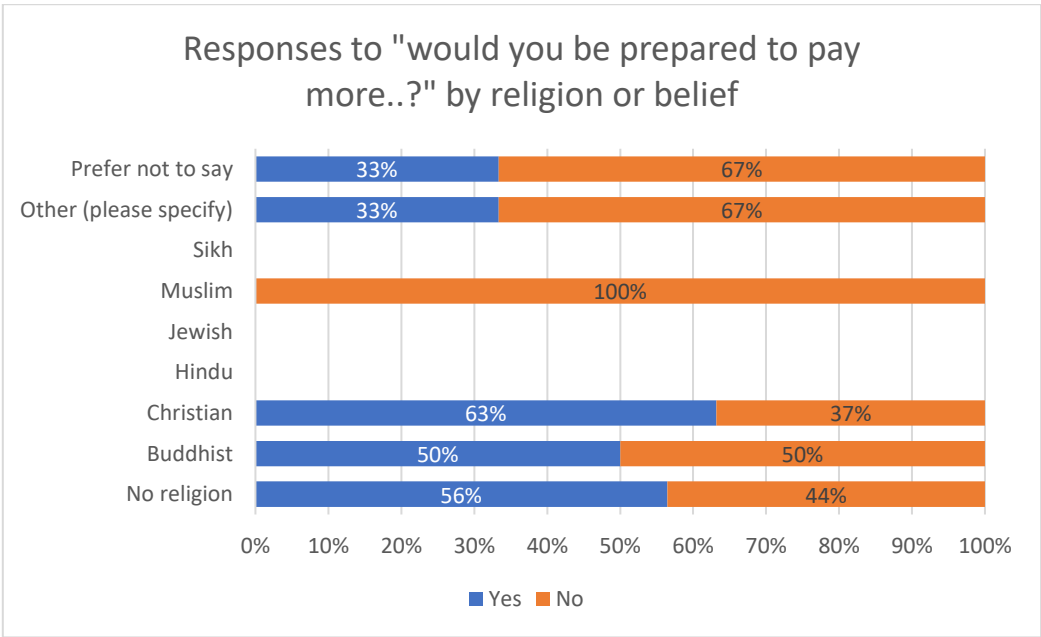
- The majority of respondents in all age groups said they would be prepared to pay more.
- Residents aged 65+ were especially in favour of paying more.
- There were only 11 total respondents in the 16-24 age group compared to 118 in the 55-64 age groups. A single person is therefore able to have a bigger impact on the percentage prepared to pay more in the 16-24 group.
- People aged under 35 were underrepresented in the responses (11% of responses compared to 26% of the Norfolk population). 3% of respondents were aged 85 or over compared to 4% of the population.



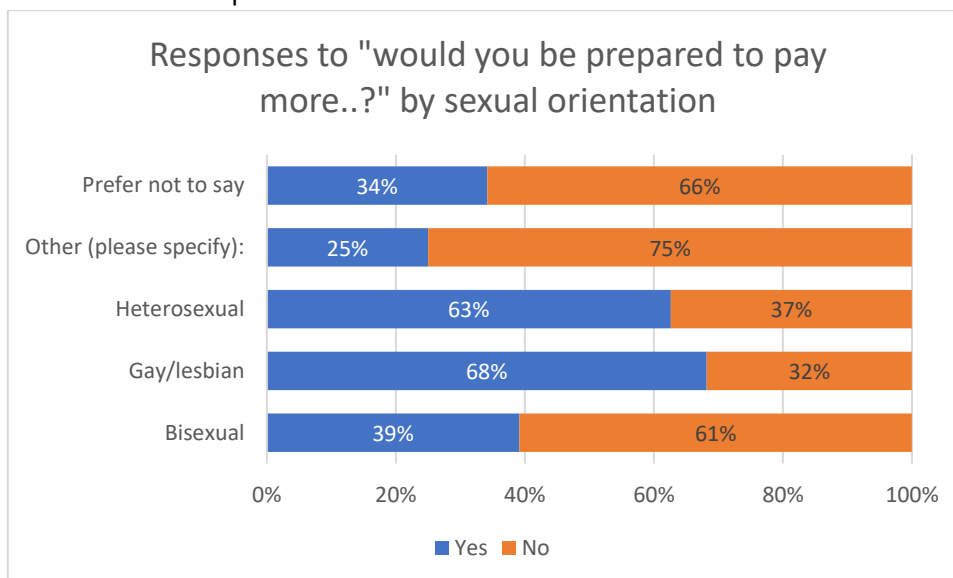
- The majority of those identifying as either male or female said they were prepared to pay more, whereas three quarters of those who selected 'other' or preferred not to say were not prepared to pay more.
- Of the 'other' respondents, one person identified as non-binary, one person identified as 'transgender', three people stated they only have a sex and do not have a gender, and seven people said the question was irrelevant and/or did not understand how or why the data would be used.
- Males (58% of survey respondents) were overrepresented compared to females (34%).



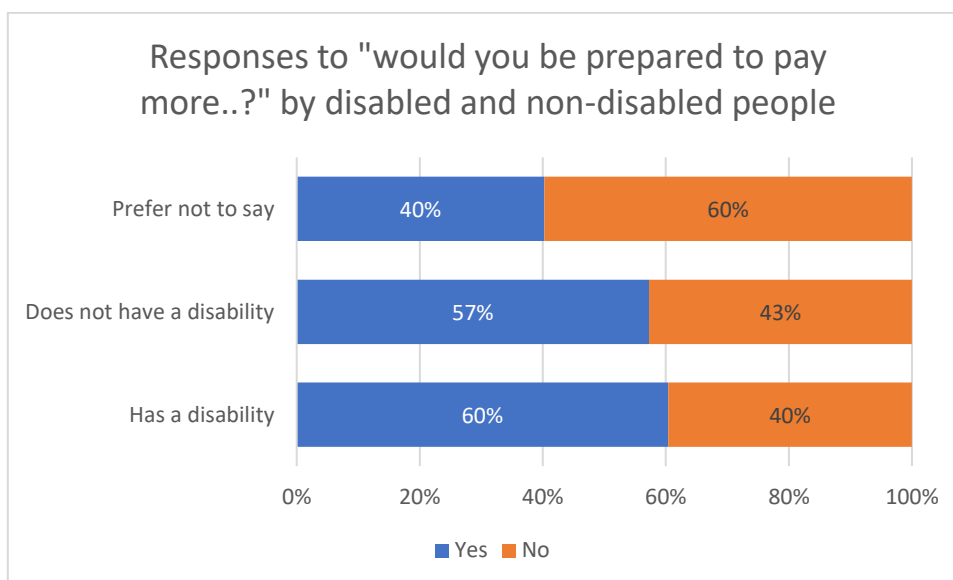
- Only the White and Mixed/Multiple ethnic groups show a majority of people who are prepared to pay more. However, the other ethnic groups had very few respondents so caution should be exercised when interpreting the results.
- 88% of respondents self-defined as White, and 98% of those people self-defined as White English/Welsh/Scottish/Northern Irish/British. A further 9% of total respondents selected 'prefer not to say'.
- There were few survey responses from people from a non-white ethnic background. Eleven respondents identified as having a Mixed/Multiple ethnic background (1.7% of the total), six respondents identified as Asian or Asian British (0.9%), two respondents identified as Black or Black British (0.3%), and two identified as 'other' (0.3%).
- Nine respondents left comments stating that the question was irrelevant, and six people left angry or abusive comments.



- Caution should be exercised when interpreting these results due to the low response numbers in many categories.
- 45% of respondents said they had no religion, 40% said they were Christian, and 11% preferred not to say, for a total of 97% of respondents. The majority of Christian and 'no religion' respondents were prepared to pay more.
- Six respondents were Buddhist, two respondents were Muslim, and nobody of Hindu, Sikh or Jewish faith declared it in the survey.
- Of the people who selected 'other (please specify)', 60% said the question was irrelevant in the comment box provided.



- The majority of heterosexual and gay/lesbian respondents said they would be prepared to pay more.
- 73% of respondents said they were heterosexual, 3% said they were bisexual, 3% said they were gay or lesbian, 2% said 'other' and 18% preferred not to say. The 2021 census found that 1.4% of the Norfolk population is bisexual and a further 1.4% are gay or lesbian, so there is no negative disproportionality in responses by sexual orientation.
- Of the 16 people who said 'other', 11 put that the question was "irrelevant" in the comment box, two people said they were asexual, one person said they were pansexual, and two people left abusive comments.



- The majority of both disabled and non-disabled respondents said they would be prepared to pay more.
- 16% of respondents said they had a disability, 73% said they did not, and 11% preferred not to say. Approximately 20% of the Norfolk population has a disability so responses were roughly proportionate.
- Respondents who said they had a disability were given the option of describing the disability and 62% chose to do so.
  - 32% said they had a mobility issue or were a wheelchair user, including people with arthritis and neurological conditions such as MS or Parkinson's.
  - 8% said they were neurodivergent, with autism, ADHD and dyslexia mentioned.
  - 8% said they had a mental health condition.
  - 7% were Deaf or had a hearing impairment.
  - 5% had heart or lung disease.
  - 3% or fewer had: Fibromyalgia, cancer, diabetes, Crohn's disease, epilepsy, COPD or scoliosis.
- Nobody reported a visual impairment or a learning disability. Approximately 3% of the Norfolk population has a visual impairment, and 2.2% have a learning disability. Separate work is ongoing with Opening Doors, a learning disability self-advocacy group, to engage with learning disabled people in Norfolk.
- Over the consultation period it was noted that no respondents reported having a visual impairment in the disability section. Separate ongoing work is being conducted with Vision Norfolk and other services who support those with visual impairments across Norfolk.

## Results – Comments

339 comments were received as part of the consultation. These have been analysed via qualitative thematic analysis with the results displayed in the table below.

Issue	Number of mentions	% of all comments which mentioned this issue
Wants more visible policing/ police on foot 'on the beat' / more police on bikes ( <i>NOTE: this is a similar proportion to last year's consultation, when 11% of comments mentioned wanting more visible policing</i> ).	41	12%
The police need to spend existing funds more efficiently	36	11%
The cost of living crisis means any tax increase is hard to afford	27	8%
Trust/ confidence in police is low	25	7%
The options listed do not make sense/ they all are important	25	7%
Focus more on 'proper policing' (vandalism, burglary, car theft, drugs, ASB, shoplifting)	23	7%
Every year council tax goes up	22	6%
Central government should pay for any increases to the policing budget	20	6%
Happy to pay more if it will mean a good quality service	16	5%
Praise for the work of Norfolk police/ OPCCN	16	5%
Stop being 'woke'	15	4%
Police need to focus more on speeding and road offences (seat belts, use of phones)	12	4%
Prioritise crime prevention	10	3%
Council tax is too high	9	3%
Mention of "corrupt" police officers	8	2%
If staff and officers are happy, they will perform well for Norfolk/ Wellbeing services need to be improved	8	2%
Norfolk County needs more training on youth exploitation and drugs/ County Lines	6	2%
Get rid of the PCC/ OPCC/ have fewer OPCC staff	6	2%
Improve 101 and online non-emergency response times	6	2%
Reduce senior policing management to save money	6	2%
Abusive comment/ Covid conspiracy theory	6	2%
More frontline and response officers are needed	5	1%
Angry or upset comment about how speeding offences are enforced	4	1%
Bring back PCSOs	4	1%
Review police retirement age/ T&Cs of employment (police retiring too young/ it is not an affordable model)	4	1%
Police need to do more in villages/ police are never seen in rural areas	3	1%
Mention of collision between police car and member of the public's car in March 2022	3	1%
Would be happy to pay even more Council Tax than has been suggested in the survey	2	1%

## Appendix I

Better signposting for the public is needed to redirect them to other services which deal with ASB and abuse support to reduce demand on policing	2	1%
Defund the police	2	1%
Reduce bureaucracy in policing	2	1%
Sort out pavement parking – it is dangerous for wheelchair and pushchair users	2	1%
Police officers need to be friendlier/ make eye contact	1	0%
Concerns about the safety of the Right Care Right Person policy for vulnerable and disabled people	1	0%
Norfolk districts have very different policing needs from each other, so it is hard to answer a county-wide survey	1	0%
Bikes and scooters on pavements are unsafe and need to be policed	1	0%
The police have too many responsibilities. Reduce the responsibilities and this will reduce the budget.	1	0%
Visible policing is not realistic – crimes such as domestic abuse happen behind closed doors	1	0%
Query on why the public have to pay for police BMWs rather than cheaper cars.	1	0%
Shoplifting needs to be tackled	1	0%
Police overtime pay needs to be managed better (it is expensive)	1	0%
Copy Manchester approach to policing	1	0%
Legalise all drugs to take power from criminal enterprises	1	0%
Save money by eliminating duplication of work between the OPCCN and Constabulary	1	0%
Give the public more transparency on how money is spent	1	0%
In next year's budget, include some comms around why council tax goes up each year: basic inflation primer and why a freeze is the same as a cut.	1	0%
Give the public more transparency on how money is spent	1	0%

## Police, Crime and Community Safety Plan 2022-24 performance monitoring

### Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the summary of progress towards delivering the six strategic priorities, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

#### 1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) requires the Police and Crime Commissioner (“the PCC”) to issue a Police and Crime Plan (“the Plan”) within the financial year in which each ordinary election is held.
- 1.2 The Plan should determine, direct and communicate the PCC’s priorities during their period in office and must set out for the period of issue:
  - a) The PCC’s police and crime objectives for the area, including the strategic direction over the period for which the PCC has been elected and including:
    - Crime and disorder reduction in Norfolk
    - Policing within Norfolk
    - How Norfolk Constabulary will discharge its national functions.
  - b) The policing that the Chief Constable will provide;
  - c) The financial and other resources which the PCC will give the Chief Constable in order that they may do this;
  - d) How the PCC will measure police performance and the means by which the Chief Constable will report to the PCC;
  - e) Information regarding any crime and disorder reduction grants that the PCC may make, and the conditions (if any) of those grants.
- 1.3 Prior to publication of the Plan, the PCC must: consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the draft Plan; send the draft Plan to the Police and Crime Panel (“the Panel”); have regard and provide a response to any report or recommendations made by the Panel.
- 1.4 The PCC may vary an existing plan or issue a new one at any time, and the frequency with which this is done should be determined on the basis of local need. Any variations should be reviewed by the Panel.



## 2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider the progress being made towards delivering the Police, Crime and Community Safety Plan 2022-24 ("the Plan").
- 2.2 Attached at **Annex 1** of this report is the PCC's performance report which sets out an overview of progress against all six strategic priorities (pillars) contained within the Plan.

## 3. Suggested Approach

- 3.1 The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable (subject to operational commitments).
- 3.2 The Panel may wish to question the new PCC on the following areas:

### General

- a) The priorities which have seen the most progress made and those which require further focus;
- b) The most important areas of activity in the next quarter.

### Pillar 1: Sustain Norfolk Constabulary

- a) How the PCC is supporting the Constabulary to make best use of all that new technology has to offer;
- b) Progress being made with the Norfolk Horizons project, designing services to 2030 and beyond, and the PCC's contribution;
- c) The PCC's response to the independent [Policing Productivity Review](#), commissioned by the Home Office and published in November 2023, which made recommendations that seek to free up police time to enable officers to deliver on the core policing mission.

### Pillar 2: Visible and Trusted Policing

- a) The PCC's response to the findings of the [Home Affairs Select Committee report on policing priorities](#), published in November 2023, which expressed a view that, without public trust and confidence in the police, attempts to prevent and detect crime will be unlikely to succeed;
- b) Steps the PCC is taking to assure himself that the Constabulary's misconduct and competence processes are fit for purpose;
- c) How the PCC is holding the force to account for recruitment, retention and progressing a broadly representative workforce across all ranks;

- d) How the PCC is seeking the community's feedback on the approach to neighbourhood policing.

#### Pillar 3: Tackling Crime

- a) Implications arising from the [new strategy to tackle serious and organised crime](#), launched by the Home Office on 13 December 2023.

#### Pillar 4: Prevent Offending

- a) Response to the Public Accounts Committee report on [resettlement support for prison leavers](#), published in November 2023, which warned of a sharp decline in the quality of support given to prisoners to help to reduce their likelihood of reoffending and prepare them for release into the community across England and Wales in recent years.
- b) How the PCC is bringing together and co-ordinating resources to achieve best effects in the ground.

#### Pillar 5: Support Victims

- a) The PCC's level of compliance, as a service provider, with the Victims Code of Practice;
- b) How the PCC is working with the Local Criminal Justice Board to increase the efficiency and credibility of the criminal justice system.

#### Pillar 6: Safer and Stronger Communities

- a) How the PCC is supporting the partnership working that is seeking to prevent crime and harm, through joining up local priorities.

## **4. Action**

### 4.1 The Panel is recommended to:

- 1) Consider the summary of progress towards delivering the six strategic priorities, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

**Office of the Police and Crime Commissioner**  
**Police, Crime and Community Safety Plan 2022-2024**  
**Performance Monitoring Report**

Summary:

This report to the Police and Crime Panel sets out an overview of the progress being made against delivering on the objectives set out within the six pillars of the Police, Crime and Community Safety Plan 2022-2024.

**1. Background**

- 1.1 The Police, Crime and Community Safety Plan sets out the strategic priorities for policing and how, in the current financial climate, local resources will be managed to deliver the best possible policing service to our communities in Norfolk.
- 1.2 This Plan will remain in place until after the May 2024 PCC elections, following a period of public consultation the PCC will then issue a new plan on or before 31<sup>st</sup> March 2025 in line with legislative requirements.

**2. Monitoring progress against plan priorities**

- 2.1 Following the publication of this plan and the development of operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.
- 2.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police, crime and community safety plan through the PCCs Accountability Meetings (PAMs), and public papers are available on the OPCCN website.
- 2.3 Reports will be provided on all six pillars at each performance and scrutiny meeting throughout the year and a full annual review of performance will be provided through the PCCs Annual Report and presented to the Police and Crime Panel.
- 2.4 Performance reports prepared for the Police and Crime Panel will be strategic in style and include a mixture of qualitative and quantitative information to help demonstrate and provide context to panel members on the progress being made by the Police and Crime Commissioner in delivering his plan.

### 3. Pillar 1 – Strategic priority of ‘Sustain Norfolk Constabulary’

3.1 Under Pillar 1 there are seven objectives to help deliver on this strategic priority and an overview of performance in each of these areas is captured below.

#### **Objective 1: Maintaining an effective and efficient policing service**

3.2 This part of the performance paper provides an update on the current position as of 30<sup>th</sup> September 2023. The total Group Revenue Budget is forecast to overspend by £1.194m (0.60% of net revenue budget). The high-level summary is as follows:

	Budget	Forecast	Over(-)/Under spend	
	2023/24		£000	%
	£000	£000	£000	%
<b>Officer of the Police and Crime Commissioner</b>	<b>1,323</b>	<b>1,215</b>	<b>108</b>	<b>8.16%</b>
<b>PCC Commissioning (net)</b>	<b>1,336</b>	<b>1,228</b>	<b>108</b>	<b>8.08%</b>
Chief Constable Operational Spending	214,271	215,683	(1,412)	(0.66%)
Transfer from Reserves	(2,522)	(2,522)	0	0.00%
<b>Chief Constable Operational Spending (net)</b>	<b>211,749</b>	<b>213,161</b>	<b>(1,412)</b>	<b>(0.67%)</b>
Capital Financing	7,123	7,123	0	0.00%
Transfer from reserves	(987)	(987)	0	0.00%
<b>Capital Financing (net)</b>	<b>6,136</b>	<b>6,136</b>	<b>0</b>	<b>0.00%</b>
<b>Contribution to Reserves</b>	<b>150</b>	<b>150</b>	<b>0</b>	<b>0.00%</b>
<b>Specific Home Office Grants</b>	<b>(20,840)</b>	<b>(20,840)</b>	<b>0</b>	<b>0.00%</b>
<b>Total</b>	<b>199,854</b>	<b>201,050</b>	<b>(1,194)</b>	<b>(0.60%)</b>

Table 1: High-level summary of the Group Revenue Budget as at 30<sup>th</sup> September 2023.

- 3.3 The Constabulary Revenue Budget forecast outturn is an overspend of £1.412m (0.67% of budget) at the year-end.
- 3.4 The constabulary is taking steps to reduce this forecast overspend during the remainder of the year by looking at vacancy management, controlling discretionary spending and increasing income streams where possible. The main variances are explained below and provided in the following table:

	<b>Budget 2023/24 £000</b>	<b>Outturn £000</b>	<b>Over(-) / Under spend £000</b>
Pay Related Costs	177,204	178,874	(1,670)
Other Employee Costs	1,994	2,275	(281)
Property Related Costs	19,603	20,112	(509)
Transport	3,773	3,704	69
Supplies and Services	16,388	17,253	(865)
Third party payments	3,570	3,603	(33)
Corporate	(166)	(166)	-
Income	(8,095)	(9,972)	1,877
<b>Total</b>	<b>214,271</b>	<b>215,683</b>	<b>(1,412)</b>

Table 2: The Constabulary's revenue budget as at 30<sup>th</sup> September 2023.

- 3.5 A full and comprehensive report explaining these variances has been submitted to the Police & Crime Commissioner (PCC) and the Police & Crime Commissioner's Chief Finance Officer.

#### Capital

- The Capital Budget and forecast expenditure is as follows:

	<b>Budget 2023/24 £m</b>	<b>Forecast 2023/24 £m</b>	<b>Variance £m</b>
Slippage from 2022/23	3.078		
Table A – schemes approved for immediate start 1 April 2023	8.792		
<b>Total Capital Programme</b>	<b>11.870</b>	<b>11.595</b>	<b>0.275</b>
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.374		
<b>Total</b>	<b>15.244</b>		

Table 3: Capital Budget and Forecast expenditure.

- 3.6 The current total approved Capital Programme is £11.870m including slippage from 2022/23 of £3.078m and transfer of £3.540m from Table B in respect of Bethel Street Police Station (£3.500m), Project Server (£0.032m), SARC improvements (£0.008m),

ICT Back Up solution (£0.221m) and Hethersett Old Hall Professional Development Centre (£1.068m).

**Objective 2: Continue to invest in and support officer and all police staff's health and wellbeing**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Sustain Norfolk Constabulary	Establishment for Police Officers	1,812	1,742	1,694	4.0%	7.0%
	Police officer strength	1,829	1,784	1,734	2.5%	5.5%
	Establishment for Staff	1,374	1,339	1,303	2.6%	5.4%
	Staff strength	1,308.3	1,279.2	1,226.3	2.3%	6.7%
	% hours lost to sickness for Police Officers	4.0%	5.5%	5.0%	-1.5p.p	-1.0p.p
	% hours lost to sickness for Staff	4.2%	5.5%	5.2%	-1.3p.p	-1.0p.p

Table 4: Establishment, strength and sickness of Police Officers and Staff.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- Police Officer strength at the end of September 2023 was 1840.3.
- By the end of September 2023, 14 transferees had been appointed since the beginning of the financial year.
- The constabulary has planned to recruit 100 new Police Officers in the 2023/24 financial year, 40 on the Degree Holder Entry Programme (DHEP) and 60 on the Police Constable Degree Apprenticeship (PCDA).
- There are two uplift checkpoints in the year which are monitored monthly to ensure targets are maintained. These figures continue to fluctuate to adapt to the movement in leaver rates, career breaks, transferees, and secondments.
- Sickness absence for Police Officers in the last 12 months has been lower than the previous 12 months and is 1.0 percentage point below the long-term average.
- Sickness absence for Police Staff in the last 12 months has also been lower than the previous 12 months and is 1.0 percentage point below the long-term average.
- A report outlining the wellbeing support services that are provided for officers and staff has been submitted to the Police & Crime Commissioner for the Strategic Governance Board meeting on 3<sup>rd</sup> October 2023. Additionally, a wellbeing support update will be given verbally at the Independent Advisory Group (IAG) meeting on 7<sup>th</sup> November 2023.

**Objective 3: Equipping all the workforce with modern and innovative tools and technology**

3.7 ICT/Digital Update

- Significant work continues on the ICT refresh programmes, with a number of key ICT End of Life (EOL) pieces of work that need to be completed this year.
- Work continues on the new backup solution with good progress being made to deliver it by year-end.
- On the national and regional delivery side of ICT solutions, the ICT teams have been heavily involved in delivering the 5-Force Digital Asset Management System (DAMS) to store, analyse and index digital media in a single repository, where assets include CCTV, Body Worn Video, Smartphone footage, digital interview recordings and dashcam footage.
- Athena (the 9-force crime, custody, and intelligence management system) have confirmed a revised go-live date of Q1 2024 for the new Digital Case File (DCF) release.
- There has been a four-month delay to the start of UAT4 for the 7-Force Wet Digital Case Management solution (Nimbus), with a revised go-live date of October 2024.

- Testing of new developments and user requested modifications continues for the OPTIK mobile frontline system.

3.8 *Fleet Update*

- An Electric Vehicle and Infrastructure consultancy tender has been awarded to Cenex Consultancy Services Limited, with the consultancy commencing on 30<sup>th</sup> October 2023. The final report will be available on 31<sup>st</sup> January 2024. The consultancy will provide a strategy that includes electric vehicles and infrastructure, with implementation and phasing plans and costs, considering transition timescales, priorities, challenges, and alternative/advanced fuels.
- The County Policing Command (CPC) Response vehicle fleet is part-way through a refresh programme. The new vehicles are the latest Peugeot 308 SW Active Premium with automatic transmission. The Constabulary will continue with diesel engines for response vehicles until the outcome of the electric vehicle consultancy and internal governance is concluded.
- A new telematics and dashcam contract commences on 1<sup>st</sup> November 2023 with the current supplier Airmax Remote. Telematics data is being proactively used to monitor driver behaviour and reduce road risk. This continues to be monitored by the Driver Standard Group which is chaired by the Assistant Chief Constable for Protective Services, with key stakeholder membership from Driver Training, Professional Standards, Transport Services, Roads and Armed Policing, County Policing Command, and the Norfolk Police Federation.
- The roll-out of new Volvo V90 Estate Dog Unit response vehicles should complete in March 2024, supplementing the fleet of Skoda Superbs which are already in use.
- Issues continue to be experienced with the supply of vehicle components. This is being proactively managed through meetings with manufacturers.

**Objective 4: Achieving best value from police and OPCC funding**

3.9 His Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) assesses police forces across England and Wales under the Police Effectiveness, Efficiency, and Legitimacy (PEEL) inspection programme. A model of continuous assessment has been adopted to achieve a broader and more comprehensive understanding of force performance.

3.10 The Constabulary was last subject to a PEEL inspection between June 2021 and June 2022, with HMICFRS publishing their findings report in October 2022. A copy of the inspection report and the PCCs response to the report can be found on the OPCCN website here: [Inspections | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/inspections)

3.11 The Constabulary received the following gradings:

Outstanding	Good	Adequate	Requires improvement	Inadequate
Good use of resources	Preventing crime	Investigating crime	Treatment of the public	
	Managing offenders	Responding to the public	Disrupting serious organised crime	
	Developing a positive workplace	Protecting vulnerable people		

- In addition to awarding these gradings, HMICFRS set the Constabulary eleven Areas for Improvement (AFIs). The progress that the Constabulary continues to make to address these is monitored through a monthly meeting chaired by the Deputy Chief

Constable. HMICFRS will re-inspect these AFIs as part of our 2023 – 2024 PEEL assessment process.

- The Chief Constable provided the Police and Crime Commissioner (PCC) with an update about the progress being made against each AFI at the PCC's Accountability Meeting on Wednesday 5<sup>th</sup> July 2023.
- In October 2023 Andy Cooke, His Majesty's Chief Inspector of Constabulary, wrote to the Chief Constable confirming the dates of our next PEEL inspection. The field inspection stage of our assessment will take place in April 2024 and our final report is expected to be published in August 2024.
- In this period HMICFRS have published six new national thematic reports:
  - PEEL spotlight report - Police Performance: Getting a grip.
  - State of Policing - The Annual Assessment of Policing in England and Wales 2022.
  - An inspection of how effective police forces are in the deployment of firearms.
  - An inspection of the police contribution to the prevention of homicide.
  - An inspection of race disparity in police criminal justice decision-making.
  - A review of the police service's leadership and governance arrangements for race-related matters.
- Although Norfolk Constabulary was not one of the focus forces for any of these inspections, the outcome reports include recommendations and AFIs which are addressed to all forces and Chief Constables in England and Wales.
- The Constabulary has accepted all the recommendations and AFIs that have resulted from these national thematic reports and has assessed its position against each. Where necessary a plan has been developed to achieve the standards outlined within the timescales set by HMICFRS.
- Where required under Section 55 of the Police Act (1996), the Chief Constable has provided the Police and Crime Commissioner with a response for each recommendation made by the inspectorate and performance in these areas is monitored through PCCs governance meetings.

### ***Objective 5: Delivering an effective Estates Management Strategy***

#### ***3.12 Key Estates Projects***

- Norwich City Police Station refurbishment – Works have now commenced on site with MJS Projects (March) Ltd. Works and operational fit out will complete in Autumn 2024.
- Hethersett Old Hall Professional Development Centre – Works have commenced on site with RG Carter (Cambridge) Ltd to refurbish the former nursery and junior school blocks into new training accommodation. Works and operational fit out will complete in April 2024.

#### ***3.13 Emergency Services Collaboration on Estates***

- Further emergency services collaboration is being progressed with plans advancing for the future site sharing at Acle, Loddon and Sprowston Fire Stations which will enable Beat Managers to have desk space within a secure environment on the area they police. Agreements are being finalised with Norfolk County Council for these proposed shared sites.

#### ***3.14 Property Disposal***

- Outline planning permission for residential use is being sought on the surplus former Acle and Sprowston Police Station sites.
- The Police and Crime Commissioner has accepted an offer (subject to contract) for the former Swaffham Police Station site. This is now in the hands of respective solicitors.



### 3.15 *Carbon Reduction*

- Works to provide Harleston and Long Stratton Police Stations with new electric air source heat pumps have now been completed.
- A new Carbon Reduction & Environmental Action Plan 2023-2030 has been published on the Office of the Police and Crime Commissioners website.
- A new Biodiversity Action Plan 2023-2030 has been approved and has been published on the Office of the Police and Crime Commissioners website.

### **Objective 6: Designing policing services to 2030 and beyond**

3.16 During this reporting period the Horizons (Change and Improvement) Team have progressed work around several innovation projects, including:

- ‘Operation Discovery’ - A pilot aimed at improving the timeliness and quality of crime investigations was launched in June 2022 in the King’s Lynn and Breckland Districts. The pilot established a new team operating structure with a dedicated uniform Inspector, a Sergeant, and 7 Police Constables drawn from the Response function.
- Alongside this restructure, the Horizons team have developed innovative management information drawn from the Athena Crime system. The combination of these two aspects has revolutionised crime investigation and performance.
- The success of the Op Discovery pilot led to a business case being approved in April 2023 to deliver District Crime Units (the business-as-usual name for Op Discovery) across the county. Now all seven districts have District Crime Units, ranging from a minimum of 1 Sergeant with 3 Police Constables, to a maximum of 1 Sergeant and 8 Police Constables.
- As a result of this new approach investigations are being completed in a timelier manner and we have seen improvements in positive outcomes (crimes that are solved) across the county. Norfolk is currently one of the best performing constabularies in the country with regards to our positive outcome rates.
- A team has been set up to monitor and track the ongoing benefits of the Op Discovery as it becomes ‘business-as-usual’.
- ‘Rapid Video Response’ (RVR) – RVR is a pilot which sees crime complaints being taken through video meetings held with victims. The caller is given the option to talk to a police officer by video appointment at a time and day suitable to them. The pilot was launched in October 2022 and since its inception over 1700 appointments have been completed. Public satisfaction with the service continues to be high, with users of the service consistently scoring it 4.8 out of 5, and eight out of ten people indicating that they would use the service again if they had to report a similar matter.
- The RVR pilot has been extended and work is ongoing to explore how the methodology can be used to provide other services to the public.
- ‘Right Care Right Person’ (RCRP) - RCRP is a national partnership initiative between Police, Health, and Social Care, aimed at ensuring that the most appropriate agency deals with health-related incidents. The first phase of implementation in Norfolk is planned to go-live in early 2024. The Constabulary is working with partners to prepare for this change in approach through regular consultation, sharing data, and the delivery of Task and Finish groups.
- The Drone Development Project is leading the delivery of two workstreams regarding the use of drones in policing:
  - The Beyond Visual Line of Sight (BVLOS) project is a trial focusing on the national Drone First Responder (DFR) concept governed by the National Police Chiefs Council (NPCC), with funding from the Home Office. It aims to establish a national Operational Safety Case agreed by the Civil Aviation Authority (CAA) for police flying drones out of the sight of the pilot using technology to assist them flying from a remote environment. The project is currently in the planning stages to establish

the best way to conduct trialling and testing of DFR in Norfolk. If successful, the introduction of DFR using BVLOS piloting will enable the force to deploy a drone quickly from a strategic location to provide early information, and where necessary capture of video evidence to assist with operational requirements.

- The Norfolk Drone Training Academy (NDTA) launched in 2022 to provide a police-led drone training service for all police forces, public bodies, and government agencies. Based at Hethersett Old Hall Professional Development Centre the NDTA has so far delivered courses to trainees from twenty police forces and four other public bodies. The local project team are also working with the NPCC on the development of its national training strategy to unify standards for police drone pilot training across the country.

***Objective 7: Continued collaboration with other blue light services***

- 3.17 Following a business case by the Office of the Police and Crime Commissioner, both Police and Fire in the county have agreed a strategic position that they will voluntarily coordinate where an improvement can be achieved to a service delivered or a saving can be achieved for one or both organisations.
- 3.18 The Constabulary and Norfolk Fire and Rescue service now share a headquarters premises at Wymondham with the Fire Service stations around the county offering a number of opportunities to co-locate front line or neighbourhood resources.
- 3.19 A shared control room enables both emergency services to work closer together and discuss and coordinate deployments when both services are dispatched to an incident.
- 3.20 Both organisations community partnership work is collaborated within one department where both teams can look to link up around key subjects such as prevention work and making the road network safer. The Fire and Police drone teams work closely together to provide a 24/7 response to calls for service.
- 3.21 The Home Office continues to develop its strategic direction for continued emergency service collaboration with the publication of its white paper on Fire Reform in May 2022 and the Police and Crime Commissioner continues to maintain a watching brief.

#### 4. Pillar 2 – Strategic priority of ‘Visible and Trusted Policing’

4.1 Under Pillar 2 there are six objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

##### **Objective 1: Improving public trust and confidence in policing**

#### 4.2 Public Perception Surveys

Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Visible and trusted policing	Public Perceptions: Police doing an excellent/good job	86%	84%	2pp
	Public Perceptions: I have confidence in the police in my local area	81%	76%	5pp
	Public Perceptions: Deal with crime/ASB that matter	62%	54%	8pp
	Public Perceptions: Understand issues that affect your community	67%	60%	7pp
	Public Perceptions: Satisfaction with the level of policing in your local area	58%	51%	7pp

Table 5: Public Perceptions survey data.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022.

- There have been further improvements across public perceptions of policing in Norfolk over the last 12-month period, including increased confidence that the Constabulary will deal with crime and anti-social behaviour issues that matter, increased confidence that the police understand the issues that affect communities, and increased satisfaction with the level of local policing. Improvements have been achieved across all indicators in Table 5 above during this reporting period.
- During this reporting period there has been some adverse media coverage in relation to incidents affecting the Constabulary. Pleasingly, these do not appear to have negatively impacted on public perceptions of policing in Norfolk.
- 86% of those surveyed within the date range felt that Norfolk Constabulary were doing a good or excellent job, demonstrating strong confidence in general policing across the county, showing a small improvement against the previous 12-month period.
- On 20<sup>th</sup> July 2023 the Office for National Statistics (ONS) published the Crime Survey for England and Wales (CSEW) Public Perceptions Survey results for the twelve months to March 2023. This is the first dataset published since March 2020 when the in-person surveys were paused due to Covid. The survey results will now be published quarterly. The survey found the following:
  - Norfolk Constabulary ranked 1st in the Country for the percentage of the public agreeing that the local police can be relied on to be there when you need them.
  - Norfolk Constabulary ranked 1st in the Country for the percentage of the public who agree that the local police treat everyone fairly, regardless of who they are.
  - Norfolk Constabulary ranked 3rd in the Country for the percentage of the public who agree that the local police are dealing with the things that matter most in their community.
  - Norfolk Constabulary ranked 3rd in the Country for the percentage of the public who, when taking everything into account, have confidence in the police in their area.
  - Norfolk Constabulary ranked 1st in the Country for the percentage of the public who rated their police force as good or excellent when asked how good a job the police are doing in their area.

- We attribute these very positive outcomes as being the direct result of our focus on achieving exceptional service in the core functions that the public expect us to deliver well.

#### 4.3 Complaints and Conduct Update

Area	Indicator	Last 12 months	Previous 12 months
Visible and trusted policing	PSD data complaints	389	449
	PSD data complaints documented within 2 working days	74.6%	87.6%
	PSD data complaints complainant contacted within 10 working days	77.4%	78.8%
	PSD data complaints time to resolve - Schedule 3 only (average in working days)	90	75
	PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	46	44
	PSD complaints finalised where service provided not acceptable	95	76
	Reviews upheld	15	14
	Chapter 13 letters	13	3
	PSD conduct cases	90	53
	Misconduct hearings	8	3
	Misconduct meetings	8	7
	Police Appeals Tribunal	1	Unavailable

Table 6: Professional Standards Dept data; complaints, time to document, complainants contacted, time to resolve, complaints upheld and Chapter 13 letters.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022.

Police Public 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.

Complaint: - Any expression of dissatisfaction with police expressed by or on behalf of a member of the public.

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.

#### 4.4 Complaints

- In the reporting period 389 public complaints were received. This is a decrease of 13% compared to the previous 12-month period.
- 74.6% of complaints were logged within two working days, and 77.4% of complainants were contacted within ten working days. Contact times are similar to those in the previous 12-month period.
- This reporting period has seen a fall in the number of complaints that were documented within two working days. This can be attributed to reduced resources within the Professional Standards Department (PSD) Complaints Management Unit for a short period of time. This has been addressed and pending ongoing staff training, this figure should improve moving forward.
- There has been an increase in the average number of days taken to resolve a Schedule 3 complaint, increasing from 75 days in the previous 12-month period to 90 days in the last 12-month period. This can be attributed to an increase in PSD staff workloads and the increased complexity of some ongoing cases.
- In 95 of the 389 (24.4%) finalised cases, the service provided was deemed 'not acceptable'. In cases where the service provided has not been acceptable, investigating officers are encouraged to identify learning, both individual and organisational, to deliver a future reduction in similar cases. Identified learning is reviewed monthly by PSD to

identify trends and seek solutions. PSD are also in the process of updating the outcome document used by officers. This should improve the timeliness of the quality assurance process.

- Where a local investigation is not completed within 12 months, the appropriate authority must provide the Local Policing Body (OPCC) and the IOPC with a report outlining the steps taken to progress the investigation. This is referred to as a Chapter 13 Response.
- Within the last 12 months PSD oversaw the production of thirteen of these reports. This is an increase of ten from the previous reporting period. Several factors affect the timeliness of investigations, and the number of cases that are subject to ‘Sub Judice’ has been a large contributory factor for this increase. If there is a linked criminal case to an investigation, the criminal case will take primacy. If proceeding with the complaint investigation would be prejudicial to the criminal proceedings, the complaint case is held Sub Judice and is effectively ‘on-hold’ until such time that the criminal proceedings have concluded. This can often cause PSD investigations to go beyond 12 months. In addition, backlogs or issues within the criminal justice system can affect the time taken to progress complaint cases. A number of the criminal investigations that are related to these cases are complex in nature and consequently have taken a significant amount of time to progress.

#### 4.5 Conduct

- In the last 12 months reporting period 90 conduct cases were recorded. In the previous 12-month reporting period 53 conduct cases were recorded.
- Misconduct cases are reviewed to ascertain any learning and the results of hearings and meetings are published monthly to highlight to the wider Constabulary the behaviour of others and the consequences of such behaviour. This also provides officers and staff with an opportunity to learn from the mistakes of their colleagues.
- There are eight misconduct hearings currently being progressed in Norfolk. The cases relate to gross misconduct with allegations ranging from inappropriate personal relationships to sexual assault. There are also currently eight Norfolk cases which are scheduled for misconduct meetings.

#### **Objective 2: Delivering effective neighbourhood policing**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Establishment for Beat managers	97	118	116.67	-17.8%	-16.9%
	Effective strength for Beat managers	88	108	107.88	-18.5%	-18.4%
	Effective strength for Beat managers (% of establishment)	90.7%	91.5%	92.5%	-0.8p.p	-1.8p.p
	Establishment for Sergeants	148	147	137	0.7%	8.0%
	Effective strength for Sergeants	144.13	131.35	130.32	9.7%	10.6%
	Effective strength for Sergeants (% of establishment)	97.4%	89.4%	95.1%	8.0p.p	2.3p.p
	Establishment for Local Policing Neighbourhood Sergeants	13	14	14	-7.1%	-7.1%
	Effective strength for Local Policing Neighbourhood Sergeants	13.49	15.49	14.1	-12.9%	-4.3%
	Effective strength for Local Policing Neighbourhood Sergeants (% of establishment)	103.8%	110.6%	100.7%	-6.8p.p	3.1p.p

Table 7: Establishment, strength for Beat Managers and Sergeants (Note: The Sergeant establishment includes all Local Policing Command Sergeant posts).

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022

- In this reporting period the establishment for Beat Managers has reduced from 118 to 97. In real terms, the reduction in posts relates to some re-alignment of Beat Manager

Investigators to the new District Crime Units which support the delivery of effective crime investigation in Neighbourhood Policing.

- The establishment for all Sergeants has increased from 147 to 148. This figure includes the Local Policing Neighbourhood Sergeants who provide direct supervision to Beat Managers.
- In the last 12-month the Local Policing Neighbourhood Sergeant establishment has reduced by one post, from 14 to 13. This is also due to the re-alignment of posts into the new District Crime Units as explained above.
- The process for setting local neighbourhood priorities is under review, including Safer Neighbourhood Action Panel (SNAP) meetings. This review has included multi-agency workshops to ensure partnership views are being taken into consideration.
- Training has now been delivered to all new Student Officers, Beat Managers, Local Policing Neighbourhood Sergeants, and Operational Partnership Teams in the use of problem-solving techniques to address community issues.
- A Neighbourhood Policing Improvement Board, led by the Community Safety Superintendent, ensures the seven pillars of Neighbourhood Policing as defined by the College of Policing are being addressed. This Improvement Board is overseeing the development of a Neighbourhood Policing Performance Framework which is based on a new set of measures that have been introduced through the National Police Chief's Council.
- Throughout the summer of 2023 the Community Policing Team have supported local policing teams' activity at a large number of community events across the county, including Norwich Pride, Cromer, Sheringham, and Wells Carnivals and various county shows and music concerts.

**Objective 3: Delivering accessibility through active and focused engagement in our communities**

Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Visible and trusted policing	Park Walk Talk Engagements	8,556	8,019	6.7%
	Targeted Activity Engagements	4,564	2,293	99.0%
	Community Meeting Engagements	1,041	627	66.0%
	Neighbourhood Engagements	2,311	10	23010.0%
	Public Event Engagements	904	384	135.4%
	Vulnerable or Diverse Communities	817	4	20325.0%
	Children and Young People Engagements	1,067	7	15142.9%
	Engagement Surgery	586	0	N/A
	Recruitment Event Engagements	26	38	-31.6%
	Independent Advisory Group Engagements	57	0	N/A
Crime Prevention	10	0	N/A	

Table 8: Engagement totals and by category, from Engagement App

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022.

- Visibility and engagement continue to be delivered through many different approaches.
- Effective engagement helps Neighbourhood Policing teams to identify local policing priorities and develops organisational understanding of community tensions.
- Officers record their engagement activity on the Engagement Application. The categories on the application were amended in October 2022 with some categories being decommissioned, and new categories created.
- With 12 months' worth of data now available for the revised categories, Table 8 has been amended to report only these categories, removing categories that have been decommissioned and other data which was drawn from sub-categories and tabs available on the application. This should be taken into consideration when comparing

data from the most recent 12-month period against data from the previous 12-month period, which was collated prior to the categories changing.

- Most recently there has been the addition of a Crime Prevention category, which was added in August 2023. Levels for this reporting period are therefore low and are expected to increase in future reports.
- The force’s Engagement Plan, which was launched in October 2022, provides officers with clarity and direction around why, how, and what to do when engaging with communities. Importantly, the Engagement Plan places emphasis on a ‘quality over quantity’ approach to recording engagement, which may also account for the reductions seen in some categories.
- The new Neighbourhood Policing Performance Framework which is being introduced will require each District to produce bespoke engagement plans on a quarterly basis.

#### 4.6 Local Communication Officer update

- The Constabulary provides regular updates to communities about crimes, incidents, and local policing activity through its many digital channels.
- Local Communication Officers (LCOs) are based in each of the four policing commands. They support local policing by sharing information to inform and educate the public about our work relating to all types of crime, priorities, activity, and outcomes at a hyperlocal level – as local as possible.
- LCOs can judge where best to publicise police activity to make sure that it is promoted in the right place to reach the most appropriate audiences. This includes using the Constabulary’s digital platforms (Twitter, Facebook, Nextdoor, Police Connect) as well as reaching out to local independent publications, town and parish newsletters, and community radio.
- Social media channels are a two-way platform and LCOs regularly engage with members of the public through these platforms, responding to direct messages and getting people information they need, passing messages on to officers or signposting people to other agencies where necessary. The team also interact via comments on posts, responding to concerns or setting the record straight if content has been misinterpreted.
- These channels are also an effective operational tool in gaining information from communities about crime, which is passed to the relevant teams to investigate further.
- The tables below show the number of followers, the number of posts published, and the reach that these posts achieved, for each District Facebook and ‘X’ (formerly Twitter) account in the reporting period 1<sup>st</sup> July 2023 to 30<sup>th</sup> September 2023. For the number of followers, the figures in brackets are the increase or decrease seen from the previous reporting period (1<sup>st</sup> April 2023 to 30<sup>th</sup> June 2023).

<b>Facebook Performance July 2023 to September 2023</b>			
<b>District account</b>	<b>Number of followers</b>	<b>Published posts</b>	<b>Post reach</b>
Breckland	6.3k (+316)	37	98.4k
Broadland	5.8k (+293)	59	121.2k
Great Yarmouth	7.3k (+315)	54	241.4k
King’s Lynn	8.2k (+824)	59	624.6k
North Norfolk	6.9k (+237)	31	70k
Norwich	4.4k (+195)	72	140.6k
South Norfolk	5.6k (+130)	62	109.4k

Table 9: Facebook account performance by policing district for the period 01/07/2023 to 30/09/2023.

<b>X (formerly Twitter) Performance July 2023 to September 2023</b>			
<b>Account</b>	<b>Followers</b>	<b>Published posts</b>	<b>Post impressions</b>
Breckland	6k (-6)	34	22k
Broadland	4.7k (-3)	52	28k
Great Yarmouth	6.3k (+14)	64	55k
King's Lynn	12.6k(-23)	49	117k
North Norfolk	6k (+51)	47	30k
Norwich	20k (+195)	95	171k
South Norfolk	6k (+130)	61	48k

Table 10: 'X' account performance by policing district for the period 01/07/2023 to 30/09/2023.

- Findings from the 2022 review of our online accounts showed our best performing accounts shared fewer posts, but increased their reach and engagement, supporting the quality over quantity approach.
- The Constabulary recognises that not all communities will be reached via digital channels, and LCOs will use more traditional methods of communications, such as posters, newsletters, and leaflets to update communities, especially in our more rural areas. A Communications Toolkit allows LCOs and Beat Managers to easily produce material and ensures that we have a consistent approach for the design of our communications.

**Objective 4: Delivery of a responsive and modern first contact to calls for service**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Total calls for service	432,755	415,998	441,110	4.0%	-1.9%
	999 calls	136,590	120,537	113,304	13.3%	20.6%
	% 999 calls answered within 10 seconds	88.6%	86.0%	89.0%	2.6p.p	-0.4p.p
	101 calls	296,165	295,461	327,806	0.2%	-9.7%
	Average time to answer 999 (in seconds)	6	6	6	0 seconds	0 seconds
	% Emergencies in Target - County	84.4%	87.8%	89.3%	-3.4p.p	-4.9p.p
	% Emergencies in target - Urban	86.5%	89.6%	91.1%	-3.1p.p	-4.6p.p
	% Emergencies in target - Rural	82.2%	85.9%	87.4%	-3.7p.p	-5.2p.p
	Average time to attendance for B1 (HH:MM:SS)	01:56:34	01:07:43	Data not available	72.1%	Not applicable
	Average time to attendance for B2 (HH:MM:SS)	18:01:41	23:49:58		-24.4%	
	Average time to attendance for C (HH:MM:SS)	52:19:01	42:27:03	27:58:01	23.2%	87.1%
	Average time to attendance for Diary apps (HH:MM:SS)	102:35:45	96:29:12	66:56:07	6.3%	53.3%
	% calls addressed through phone resolution	36.0%	30.2%	32.0%	5.8p.p	4.0p.p

Table 11: Call Handling and Emergency Response.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- 999 call demand continues to rise and is 13.3% higher than the previous 12-month period and 20.6% higher than the long-term average. This rise continues to put pressure on the average time to answer calls and attendance times.
- Despite the increase in 999 demand the last 12-month 999 Service Level Agreement (SLA) performance has improved by 2.6% compared to the previous 12 months and the average time to answer has stabilised at 6 seconds. This is because the benefits of the modernisation programme are taking effect and it is predicted that further improvements will be seen in the next quarter, with the Constabulary having an SLA of 90+% for the last 12 months.



- Since January 2023 the Contact and Control Room (CCR) has delivered a 90% SLA, with the exception of June 2023 when the SLA dropped to 88.9%. June 2023 was the busiest month on record with 14,865 999 calls received compared to 11,760 999 calls received in June 2022, which explains the dip in 999 performance.
- Analysis of pre-Covid (2019) data and 2022 data has provided an insight to the call categories with the largest increases, which are Concern for Safety, Domestic Crime, Collapse/Illness/Injury and Missing Persons. These call types can often relate to high-risk incidents and as such call times tend to be longer, with multiple police units often required in the deployment phase. The time taken to finalise these incidents can often be lengthy.
- The annual increase in 999 demand is a long-term trend across all police forces, with the long-term average increase in demand for Norfolk running at 20.6%.
- 101 call demand has shown a modest increase of 0.2% over the last 12 months but has reduced by 9.7% compared to the long-term average as we continue to see growth across our on-line reporting channels.

***Objective 5: Raise the profile and public awareness of the role of the PCC/OPCCN***

- 4.7 The OPCCN Communications Team continue to produce regular communications through print media, social media, newsletters, and announcements.
- 4.8 In December 2023, the PCC completed his 12-week Police Budget consultation, through which he engaged with communities across the county.
- 4.9 The OPCCN will have a dedicated section in Norfolk County Council's Your Norfolk Publication, which will be published in the spring and will showcase the activity of the OPCCN and provide information on commissioned services.
- 4.10 The Community Safety newsletter continues to be developed, including content, with a new and regular feed from Norfolk Constabulary's Community Safety Team. The newsletter also has a new Domestic Homicide Review (DHRs) learning section, to communicate and reinforce learning from published reviews.
- 4.11 The OPCCN is now in the process of developing its programme of activity for the Royal Norfolk Show.
- 4.12 The PCC/OPCCN has a rolling 12-month communications plan, and as part of this the PCC is currently visiting commissioned services, including recipients of the new Space Grant Funding Programme, which supports the provision of positive youth activity across the county.
- 4.13 The OPCCN has reviewed the structure of engagement with children and young people across the county and will shortly be launching a new Youth Advisory Group.
- 4.14 The PCC has continued to engage with different stakeholders through a range of mechanisms, which are detailed on the OPCCN website. Recent and future events include face to face drops in across the county.

*November 2023*

- Friday 3 November 9.30 to 12.30pm - virtual 'Time to Talk' session.
- Thetford Library, Raymond Street, Thetford, IP24 2EA on Monday 13 November between 10.30 and 1pm - Budget consultation.

*October 2023*

- Norwich Millennium Library, The Forum, Millennium Plain, Norwich, NR2 1AW on Friday 6 October between 10am and 1pm - Budget consultation.

- Downham Market Town Hall, Bridge Street, Downham Market, PE38 9DW on Tuesday 24 October from 7pm - Budget consultation.
- Great Yarmouth Library, Tolhouse Street, Great Yarmouth, NR30 2SH on Wednesday 25 October from 11am - Budget consultation.

***Objective 6: Active promotion of national and local campaigns across the county***

4.15 The key campaigns supported across the Constabulary social media platforms, website, and via media releases in this reporting period include:

*July 2023*

- Safe Rider Scheme – Celebrating 25 years of the partnership project which aims to reduce motorcyclist casualties.
- #YesPolice - Recruitment campaign activity.
- Commercial Vehicle Week – A national campaign targeting businesses and trades.
- Labour Exploitation – Promoting a partnership campaign led by the Gangmasters & Labour Abuse Authority.

*August 2023*

- Op Radium – Vigilance messages in response to local courier fraud incidents.
- National Police Chiefs Council Drink and Drug driving campaign.
- Roads and Armed Policing Team (RAPT) action day in Downham Market – 40 vehicles stopped which resulted in five arrests.
- #YesPolice - Recruitment campaign activity.
- #YouAreNotAlone – Summer safeguarding campaign promoting support for victims of sexual abuse

*September 2023*

- National Police Chiefs Council Vulnerable Road Users campaign highlighting dangers faced by pedestrians, cyclists, motorcyclists, and horse riders.
- Community Speed Watch Action Day – more than 400 vehicles recorded speeding across the county during day of action on 14<sup>th</sup> September.
- Operation Close Pass – Highlighting dangers of driving too close to cyclists.
- Messaging around Modern-Day Slavery to raise awareness and promote the national reporting line.

## 5. Pillar 3 – Strategic Priority of ‘Tackling Crime’

5.1 Under Pillar 3 there are four objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

**Objective 1: Promote a co-ordinated county wide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours/criminality with a focus on domestic abuse, rape and serious sexual offences**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	<b>Domestic abuse crimes</b>	11,441	13,911	13,500	-17.8%	-15.3%
	Solved	1,306	1,435	1,327	-9.0%	-1.6%
	- % solved	11.4%	10.3%	9.9%	1.1p.p	1.5p.p
	Charged	1,049	1,196	1,099	-12.3%	-4.5%
	- % charged	9.2%	8.6%	8.2%	0.6p.p	1.0p.p
	% where victim not ready to engage	63.6%	59.9%	59.9%	3.7p.p	3.7p.p
	% where investigation not possible	0.8%	0.7%	0.7%	0.1p.p	0.1p.p
	% of all crime	18.3%	20.2%	20.3%	-1.9p.p	-2.0p.p
	Arrest rate	33.4%	28.2%	27.0%	5.2p.p	6.4p.p
	<b>Rape and Serious Sexual offences</b>	2,484	2,771	2,452	-10.4%	1.3%
	Solved	219	159	178	37.7%	23.0%
	- % solved	8.8%	5.7%	7.3%	3.1p.p	1.5p.p
	Charged	186	135	156	37.8%	19.2%
	- % charged	7.5%	4.9%	6.4%	2.6p.p	1.1p.p

Table 12: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- Volumes of domestic abuse have decreased in the last 12 months compared to the previous 12 months (-17.8%) and have decreased when compared with the long-term average (-15.3%). The Office for National Statistics (ONS) is expected to release an updated overview of Domestic Abuse in England and Wales in November 2023 which will indicate whether or not this reduction is consistent with the national picture.
- The rate of solved domestic abuse crimes has increased since the previous 12 months and long-term average and is now at 11.4%. This value is consistent with that seen in the previous quarter. We ascribe this to the continual improvement programme we have been undergoing under the Domestic Abuse Delivery Group (DADG).
- Volumes of Rape and Serious Sexual offences have reduced by 10.4% (a decrease of 287 crimes) compared to the previous 12 months, some of which is likely to relate to changes in Home Office counting rules.
- Solved rates and Charge rates of Rape and Serious Sexual offences have seen an increase since the previous 12 months and long-term average. While solved rate remains above the last 12 months and the long-term average, it is slightly reduced from July’s figure of 9%, while the charge rate has remained at 7.5%. Again, we ascribe this increase to our ongoing continuous improvement work.

### 5.2 Ongoing workstreams linked to VAWG Strategy

- Work continues to embed the national Operation Soteria principles into Rape and Serious Sexual Offence (RaSSO) investigations. The Constabulary is confident that it is on track to be compliant with the new National Operating Model (which is based on learning from Op Soteria) which was recently announced by the Home Secretary.
- The Operation Engage pilot team is now well established. This team of specially trained and experienced officers is deployed to gather evidence from victims who find it particularly hard to speak to police about RaSSO cases. The pilot is showing encouraging signs of reducing cases that are lost due to a lack of evidence from victims.

- Working with the Office of the Police and Crime Commissioner for Norfolk and a local charity, the Constabulary has developed a program to capture the voice of victims of serious sexual offences. Victim feedback has led to changes in training that is delivered to officers to promote improvements in practice.
- The Constabulary is continuing to work with the Crown Prosecution Service (CPS) to submit files for early investigative advice. This ensures that investigations are appropriately focussed on the actions of the suspect and minimising intrusion into victims' lives. Despite the expected reduction in case submissions over the busy summer period officers have maintained a steady flow of cases to CPS.

**Objective 2: Being effective in tackling serious and organised crime (including fraud and cyber-crime affecting Norfolk)**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Serious & organised crime disruptions (Disruptions against Tactical Vulnerabilities/Priority Individuals included)	172	230	Data not available	-25.2%	Not applicable
	Serious & organised crime disruptions (Disruptions recorded against scored OCGs only)	94	96		-2.1%	

Table 13: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs).

The date range for the Last 12 months was 01/10/2022 – 30/09/2023. The date range for Previous 12 months was 01/10/2021 – 30/09/2022.

Area	Indicator	September 2023 only	Last 12 months
Tackling crime	Live Serious and organised crime threats by Crime Type	Number of Tactical Vulnerabilities/ Priority Individuals and OCGs	Number of current Tactical Vulnerabilities/ Priority Individuals and OCGs where Disruptions were recorded in the last 12 months
	DRUGS	11	10
	MODERN SLAVERY AND HUMAN TRAFFICKING	2	2
	ACQUISITIVE CRIME	1	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	1	1
	Live Serious and organised crime threats by Crime Type	Number of OCGs only	Number of current OCGs where Disruptions were recorded in the last 12 months
	DRUGS	9	9
	MODERN SLAVERY AND HUMAN TRAFFICKING	2	2
	ACQUISITIVE CRIME	1	1
	NON-NATIONAL CONTROL STRATEGY	0	0
	OTHER	0	0

Table 14: Live Serious and Organised crime threats (Tactical vulnerabilities/Priority individuals and scored Organised Crime Groups). The date range for the Last 12 months was 01/10/2022 – 30/09/2023.

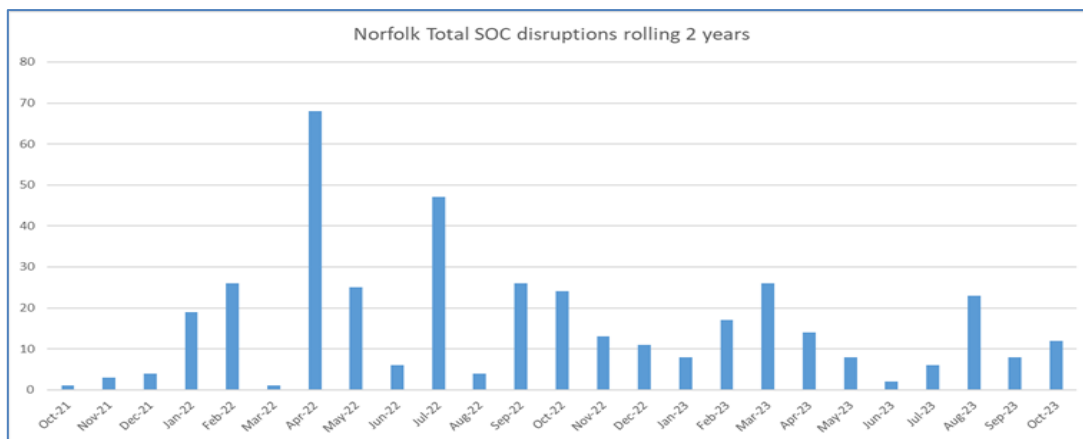


Table 15: Norfolk SOC disruptions for the period 01/10/2021 – 31/10/2023

### 5.3 *Serious & Organised Crime (SOC) update*

- Organised Crime Groups (OCGs) are disrupted and dismantled using a '4P' approach – Prepare, Prevent, Protect and Pursue.
- Whilst the number of SOC disruptions fluctuates each month, Norfolk Constabulary is undertaking a program of work to improve how it records disruptions in line with the Area for Improvement (AFI) identified by HMICFRS when they undertook an inspection of our response to serious and organised crime in 2022.
- The predominant primary crime-type remains drugs, however poly-criminality is identified in most Organised Crime Group (OCG) investigations.
- Training for Lead Responsible Officers (LROs) has been refreshed with all LROs receiving a training update led by the Home Office. Recording of SOC disruptions is beginning to improve and further improvements are expected over coming months.
- Further development around the wider '4P' approach is progressing, with disruptions under Protect, Prevent, Prepare.
- During the reporting period key SOC disruptions have included:
  - Six nominals entering guilty pleas to cocaine supply with an additional nominal having left the country to avoid trial. A warrant has been issued for his arrest. The total for cash seizures was approximately £22,000 and an application for forfeiture is being pursued.
  - Arrest of an OCG nominal with associated £11,000 cash seizure and £5000 motorcycle seizure, leading to charge and remand.
  - Officers executed a Section 8 Police and Criminal Evidence (PACE) Act warrant at the home address of a significant nominal. Upon arrival officers witnessed and captured on Body Worn Video another nominal placing a bag in the rear of a vehicle parked on the driveway. The bag was subsequently seized and found to contain a bulk amount of pressed cocaine. Three nominals, including the principal subject, were found inside the address cutting up cocaine. A case was found which contained approximately £4000 worth of cocaine and deal bags. In total £10,000 cash and nearly 400g of cocaine was seized. All three have been charged with being Concerned in Supply of Cocaine and Possession of Criminal Property and have been remanded in custody.
  - A principle OCG subject and another nominal were seen off-loading a holdall bag into a caravan which was being towed by a further nominal. The caravan was stopped by officers and the holdall was recovered, which contained a sealed 1kg block of cocaine and a separate ounce of cocaine. Several thousand pounds of cash was seized. All subjects have been charged and remanded for being Concerned in Supply of Class A Drugs, Possession of Criminal Property and Possession of Cannabis.

### 5.4 *Fraud Investigation update*

- The Constabulary continues to scope the potential, subject to resource considerations, for creating a Fraud Assessment Unit. This would provide investigative support for serious and complex fraud offences, and to triage and advise on volume fraud offences. At present there is a dedicated Detective Sergeant who completes this role, co-ordinating and advising to ensure that the Fraud Investigation Model (FIM) is embedded, and victim outcomes are improved.
- The Constabulary's response to High Harm Fraud is victim focussed, with all who consent receiving support from the National Economic Crime Victim Care Unit (NEVCU) service. Victims identified as vulnerable receive additional support through the NEVCU Level 2 enhanced support service.

- A national police campaign regarding courier fraud is supported by the Constabulary under Operation Radium. This involves treating courier fraud reports as a priority with a dedicated planned response, co-ordinated media strategy, agreed Banking Protocol and regional working to identify offenders.

**Objective 3: Delivering an effective response to the county lines threat affecting Norfolk's communities and the vulnerable**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	County Lines closed following targeted investigation and enforcement	16	15	Data not available	6.7%	Not applicable
	charge/conviction of the line controller					
	Possession with intent to supply - arrests	285	261	322	9.2%	-11.5%
	Concerned in supply of controlled drugs - arrests	336	290	380	15.9%	-11.6%

Table 16: Closed County lines and Possession with Intent to Supply and Concerned in the Supply of Controlled Drugs arrests.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- At the end of September 2023 there were eighteen identified County Lines in Norfolk, which have been assessed based on associated risk factors as either a Tier 1 (seven) line or a Tier 2 (eleven) line. Eighteen lines represents a reduction on the last period, and it follows further significant enforcement activity, reflected in Table 16 above.
- Disruption of County Lines continues to be prioritised according to known or suspected risk factors, such as using children to supply drugs. Those lines identified as having the greatest risk score are the Tier 1 lines.
- Whilst the long-term trend for the number of identified County Lines continues to reflect a significant decrease, that figure regularly fluctuates and will be affected by factors other than police activity.
- Development work regularly highlights new County Lines operating in Norfolk or the re-emergence of previously known lines. This presents opportunities to understand how the line operates and to evidence who the subjects controlling the supply of drugs are, therefore, a proportionate rise in the total would not necessarily be a negative indicator.
- The volume of County Lines closed remains relatively stable when comparing the last 12-month period with the year prior. To date, 93 lines have been closed and 157 people have been charged in connection with running County Lines in Norfolk.
- Sentencing for those convicted to the end of the reporting period totals over 380 years in custody, with cash seizures in excess of £170,000. Drugs and weapons are regularly being recovered during enforcement activity both in Norfolk and out of the county. Enforcement continues in partnership with other law enforcement agencies, most notably with the Metropolitan Police under Operation Orochi for London-based drug networks.
- The targeted investigation model adopted continues to proactively identify and target those County Lines operating in Norfolk, with a clear focus on those 'upstream' from the 'street level' individuals who are involved in end-user supply, who are often vulnerable adults and youths. This model allows the investigation team to focus on the 'line holder' who often holds a coordination role, directing others, in efforts to avoid incarceration and reprisal from their criminal conduct.
- Whilst there remains a place for the use of traditional 'Possession with Intent to Supply (PWITS)' arrests, depending on the circumstances, the County Lines Operation Orochi model focusses on building 'Concerned in the supply of drugs' offences, which is reflected in the reduction of PWITS arrests against the long-term average and the increased number of arrests for the latter offence type.

- The adulteration of drugs with powerful synthetic opioids, often a type called nitazenes, is rising nationally and presents a significant emerging threat to public health. Norfolk Constabulary works closely with health partners and intervention specialists at Change, Grow, Live, to share information quickly about drugs overdoses and to plan a joined-up response to mitigate this risk.
- Cases have been identified where synthetic opioids are believed to have been present in drugs supplied in the county and overdoses have occurred. Expediated investigations to establish the supply line has led to two County Lines being closed and the line holder charged and remanded in this latest period.
- Norfolk Constabulary remains committed to continuing to work closely with partner agencies to support the rehabilitation of drug users aiming to reduce drug use and associated demand for the product. Work to prevent the exploitation of children and vulnerable adults is pivotal. When children are identified as being involved within a County Lines investigation, a collaborative approach is taken between the Constabulary’s County Lines Team and Multi Agency Child Exploitation (MACE) team. Working in this way allows engagement with partner agencies including Children’s Services and Education to work towards interventions that support the ongoing safeguarding of young people.

**Objective 4: Work in partnership to tackle agricultural crimes (such as hare coursing, farm machinery theft and livestock worrying)**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Hare coursing incidents	128	208	239	-38.5%	-46.4%
	Farm machinery thefts	27	27	27	0.0%	0.0%
	Livestock worrying incidents	8	12	10	-33.3%	-20.0%

Table 17: Hare coursing, Livestock worrying incidents and Farm machinery thefts.

The date range for the Last 12 months was 01/10/2022 –30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- Hare Coursing – There have been continued reductions in the number of hare coursing incidents reported by police. Unseasonably wet weather over the past twelve months has made some fields inaccessible to this kind of activity. Pro-active, rural crime patrols regularly take place in areas identified as hotspots for hare coursing.
- Farm machinery thefts – The Operation Randall team work with the National Rural Crime team to identify opportunities to recover stolen machinery located overseas. The team have completed a number of crime prevention visits to farms that have been previously targeted for thefts aiming to prevent repeat victimisation.
- Livestock worrying – Figures remain low in the county. A national project (Operation Recall) has launched which will support the Norfolk team in educating the public and making perpetrators understand the impact of the crime on individuals.
- The work of the team is underpinned by close partnership links across all areas of Rural Policing coupled with an effective engagement plan which enables early identification of developing issues.

**6. Pillar 4 – Strategic Priority of ‘Prevent Offending’**

6.1 Under Pillar 4 there are five objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

**Objective 1: Develop and deliver effective diversionary schemes for offenders (high harm and volume crime)**

6.2 Norfolk Integrated Offender Management (IOM) Scheme update:

- Between the beginning of July 2023 and the end of September 2023 there were an average of 125 offenders on the Norfolk IOM scheme. This is a decrease from the previous reporting period. Approx two thirds (70%) of these were managed by the Norwich office which covers Norwich, Broadland, South Norfolk and Breckland districts.
- 90% of the offenders were male, with the greatest number of them being in the 25-49 age bracket. An average of 47% of the cohort were in custody, with the other 53% being managed in the community.
- During this period, 28 people were de-registered from the scheme. Seven of these people had achieved a significant improvement in their criminogenic pathways over their time on the scheme and were assessed to be living a more pro-social life. Nine had reached the end of their statutory period under Probation supervision, five with no immediate concerns of continuing criminality. No offenders were transferred to a different force/probation area, and one received a significant sentence following further offending.
- During the same period, of the people managed on the Norfolk IOM scheme within the main cohorts, 20% of them were charged with 178 further offences (Note: the offences may not have been committed during this period).
- There were 35 occasions where it was identified that a member of the cohort had failed to adhere to a licence condition or order, committed a further offence or demonstrating unacceptable levels of risk. In 89% of these cases breach action was taken against the individual, resulting in either a court appearance or a recall to prison.

**Objective 2: Work in partnership to safeguard vulnerable adults and children**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Section 47 Strategy discussions (Child protection)	1,424	1,226	Data not available	16.2%	Not applicable
	Section 42 Planning discussions (Adult protection)	2,328	2,618		-11.1%	
	Open Child exploitation cases - High Risk	43	71	65	-39.4%	-33.8%
	Open Child exploitation cases - Medium Risk	277	332	322	-16.6%	-14.0%
	Child Exploitation screenings	610	785	825	-22.3%	-26.1%

Table 18: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- The number of Section 47 Child Protection strategy discussions has increased relative to the previous 12 months, reflecting a busier period over the early summer of 2023.
- Case volumes are tracked at multi-agency meetings with senior leads from Children’s Services to address potential hotspots but there are no notable systemic issues of concern at this time. A recent inspection of Children’s Services did not suggest overuse of strategy discussions in Norfolk.



- Section 42 Adult Protection planning discussions have decreased in comparison to the previous twelve months. This is now a sustained change and is likely to be the consequence of improved partnership understanding of capability and remit between Police and Adult Social Care.
- Multi-agency Child Exploitation screening is now a mature process in Norfolk and the past year has seen a continued reduction in the total number of children screened. The number of both high and medium risk open cases has also decreased, suggesting that the intensive multi-agency safeguarding work that takes place in this arena is having a positive impact in reducing risk.

### 6.3 *Countywide Community Safety Partnership (CCSP)*

In the last quarter Norfolk Constabulary has worked with its partners through the CCSP Domestic Abuse and Sexual Violence Delivery Group (DASVG) to:

- Set up a Working Group in relation to the risks and complexities of cases involving domestic abuse in older people. The Working Group will be led by Deputy Manager of the Norfolk Safeguarding Adults Board (NSAB). A Terms of Reference has been agreed.
- Create standards for the Domestic Abuse (DA) training which is provided in Norfolk. These set a minimum standard for DA training for all responsible authorities and any other organisation providing training in Norfolk. The standards provide understanding of different forms of DA and describes child victims of abuse in their own right.
- Update and review the partnership dashboard. The dashboard provides analysis of why some areas are more affected by DA than others with consideration on how to respond to these issues on a locality basis.

### 6.4 *Norfolk Safeguarding Children Partnership (NSCP)*

In the last quarter Norfolk Constabulary worked with partners to:

- Plan future partnership learning events, building on the success of the events held in the previous quarter with a view to increasing senior engagement at future events.
- Begin work on defining goals and delivering outcomes in relation to partnership priorities for 2023/24.
- Engage in productive discussion on a particularly 'stuck case' with other safeguarding partners, leading to a recognition for further work on new practices being developed around multi-agency supervision. This was an example of how close working between agencies in the county has led to highly productive working relationships.

### 6.5 *Norfolk Safeguarding Adults Board (NSAB)*

In the last quarter Norfolk Constabulary worked with its partners to:

- Attend the annual planning and development meeting to discuss in detail how the partnership will deliver on ongoing priorities including addressing system pressures overall.
- Jointly scrutinise and support ongoing efforts by the Norfolk and Suffolk NHS Foundation Trust (local Mental Health Trust) to improve services for vulnerable service users.
- Engage in early and productive discussions on how 'Right Care Right Person' will be delivered locally in a way that supports the needs of vulnerable adults.

- Agree the formation of a Quality and Assurance sub-group with representation at Detective Inspector level.

**Objective 3: Work in partnership to ensure offenders are managed effectively in the community**

Area	Indicator	Since inception (Sept 21)
Prevent offending	Perpetrators on DAPPA	117
	Perpetrators referred to Change	402
	Referrals made into DAPPA	16
	Meetings held	332
	Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	43

Table 19: Perpetrators on the Domestic Abuse Perpetrator Partnership Approach (DAPPA) scheme, numbers referred to Change, referrals into DAPPA, meetings held, and DVDs prompted by DAPPA. The date range is September 2021 (DAPPA scheme inception) up to and including 30/09/2023.

Perpetrators on DAPPA – This includes live DAPPA nominals, nominals now closed to DAPPA and those placed onto monitoring.

Perpetrators referred to Change – This includes those referred through DAPPA and DAST (Domestic Abuse Safeguarding Team). Note: the total may include duplicates if the same perpetrator has been referred through both channels.

- The numbers of new referrals to the Domestic Abuse Perpetrator Partnership Approach (DAPPA) have remained consistent for this period but will start to decrease moving forwards. Uncertainty over future funding means that staff vacancies are not being backfilled which will result in workloads being reduced.
- The number of open cases and multi-agency meetings has also remained consistent but will also reduce in line with the reduced cohort.
- DAPPA staff retention is a continuing issue. To date one vacant administration post has not been backfilled. A DAPPA Investigator is due to leave the team at the end of November 2023 and there are no current plans for recruitment.
- Perpetrator referrals to 'Change' remain consistent as all high-risk cases reported to the police are now automatically referred to 'Change' for further triage around suitability. The anticipated reduction in DAPPA referrals will have minimal impact on 'Change' as majority of referrals come from the Domestic Abuse Safeguarding Team (DAST).
- The DAPPA team continue to monitor stalking cases and provide guidance to investigating officers on cases where a Stalking Protection Order (SPO) should be considered. The number of Stalking Prevention Orders obtained rose by 100% (from 7 to 14) when DAPPA began delivering this approach, and currently sits at 15.

6.6 PPU update

- The Constabulary Public Protection Unit (PPU) continues to manage Registered Sex Offenders (RSO) in the community in line with national guidelines. At the end of October 2023 there were 1224 such offenders at liberty in Norfolk. There is a continual upward trend in the number of RSOs living within the community, with a 5% increase in the number of RSOs who were being managed by the Public Protection Unit in October 2023 when compared with October 2022.
- Officers use a range of techniques to monitor the activity of RSOs, with unannounced home visits being a core part of most risk management plans. The Constabulary has invested additional resources in to PPU to ensure that there are sufficient officers to carry out these visits with suitable frequency.

- Following an uplift in staffing, geographical areas of responsibility and Offender Manager pairings have been adjusted to distribute experience and provide greater efficiency in operational activity.
- October 2023 saw the team achieve the highest monthly total of home visits in the rolling 12-month period, indicating the value of this staffing investment.
- All PPU Offender Managers will receive the appropriate national MOSOVO (Management of Sexual or Violent Offenders) training to equip them with the necessary skills and abilities to complete their role effectively and successfully.

**Objective 4: Reduce the revolving door of crime by putting in place the support needed to reduce re-offending**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Out of court disposals (All crime)	5.1%	4.1%	4.5%	1.0p.p	0.6p.p
	Referrals to Diversion schemes (Outcome 22)	0.8%	0.6%	0.7%	0.2p.p	0.1p.p

Table 20: Out of court disposals (Outcomes 2, 2, 2A, 3, 3A, 6, 7 & 8) and Referrals to Diversion scheme.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

Area	Out of Court Disposal Type	July-23	Aug-23	Sep-23
Prevent offending	Conditional Cautions issued	133	145	149
	CARA/Red Snapper	7	6	6
	ADDER	35	46	43
	Red Snapper Referrals Premium Hub	49	60	58
	Red Snapper Referrals Standard Hub	54	72	70
	Breaches	5	11	4

Table 21: Breakdown of out of court disposals by type (July, August, and September 2023).

- Since 1<sup>st</sup> December 2022 the Evidential Review Officer (ERO) decision-making process for Out of Court Resolutions (OOCR) has been centralised within the Joint Justice Service Offender Diversion Team (ODT). A request to increase establishment to support a business-as-usual model (BAU) is being progressed via Outcome Based Budgeting (OBB). Any investment would reduce offending and improve opportunities for rehabilitation of offenders.
- Efficiency of the ODT pilot has been under continual evaluation for the past 12 months by the Strategic Business and Operational Service (SBOS) department who have tracked the progress of the first cohort of offenders to measure the success of the Red Snapper interventions. Current data from the evaluation indicates that 86% of those issued with a Conditional Caution from the first cohort have not reoffended in the past 12 months. This continues to have a significant impact in terms of PCC priorities, prevention of future offending, supporting victims and building safer and stronger communities through the use of early effective diversionary measures.
- Throughput for the ODT has remained consistent throughout the pilot. The only significant decline in referrals for Conditional Caution was noted in April 2023 when a backlog of older workload cases from previous months was being cleared. This also correlated with a fall in recorded crime for that month. Current data shows an average of 146 Conditional Cautions issued per calendar month for Norfolk offences.
- Out of Court Resolutions now account for (on average) 30% of all positive outcome in Norfolk. This figure combines adult cautions (Outcomes 3), adult cautions for alternative offence (Outcome 3A), Conditional Cautions and Community Resolutions.
- At commencement of the ERO pilot in December 2022 the proportion of all reported crime disposed of as an OOCR was 4.53%. It has since increased, averaging 4.85% between April 2023 and September 2023.

- Analysis shows that for the year to date, the ODT have processed 29% of the total number of cases that have been resolved by OOCR (Conditional Cautions and Community Resolutions).
- The ODT has also sought to have a positive impact on case file quality. ODT intervention has seen the number of rejected cases fall from 29% in January 2023 to 12% in June 2023. The percentage of rejected cases has risen to 35% in November, however this month also saw a 58% rise in ERO decisions being made by the ODT following an increase in referrals to the team. This is positive and with constructive feedback to officers it is hoped that the quality of referrals will continue to improve.
- 100% of cases processed for Conditional Caution are offered Restorative Justice via the hub (both victim and suspect) with current take-up being approximately 7%. By comparison, nationally only 5% of cases on average are offered Restorative Justice, with minimal uptake.
- The current model for Norfolk and Suffolk Restorative Justice Hub, adopting RJ into Out of Court Remedies, has received national recognition. This model is not seen in any other force nationally. The number of referrals received is significantly higher than the three largest forces combined (Metropolitan, West Midlands and Manchester). As such the hub has already been approached for benchmarking by Essex and Devon and Cornwall Police. The RJ advisors are in the process of writing an academic paper to be shared with the College of Policing which could be used to recommend a model of best practice.
- The Constabulary is in a strong position to implement the upcoming change to out of court resolution two-tier + legislation (expected within mid 2025) as our current two-tier system is now firmly embedded and has been complimented by the introduction of the ODT.
- Training in readiness for the new two-tier+ legislation is being developed by the College of Policing and will be delivered to Norfolk officers by the ODT and Op Investigate team in early 2024.
- Norfolk and Suffolk have been successful in securing Home Office funding to increase the use of OOCRs for drug possession offences. The funding will allow for an additional staff administration post, along with funds for our partners Red Snapper, Change Grow Live, and Turning Point, to deal with the increased referral rates. Eligibility for OOCR for simple possession of controlled drugs will increase to £100 for personal use, which is in line with current “street” prices of Class A to C drugs. Evaluation of the project will be completed by an external company. The terms of the evaluation are still to be advised.

**Objective 5: Strengthen early intervention and preventative approaches to crime in the county and reduce first time entrants into criminal justice**

Area	Indicator	Last 12 months
Prevent offending	Juveniles referred to Out of court disposal panel	302
	<b>Juvenile outcomes from Out of court disposal panel:</b>	
	Returned to Police	3
	Children's services	21
	Other services	6
	Community Resolution	9
	Challenge 4 Change	206
	Youth Caution	7
	Youth Conditional Caution	17
Other outcomes	34	

Table 22: Juveniles referred to Out of court disposal panel and outcomes.\_The date range for the Last 12 months was 01/10/2022 – 30/09/2023.

- The number of young people aged between 10-17 years entering the Criminal Justice System has continued to fall when reviewing data supplied by the Norfolk Youth Justice Board. The latest Norfolk figure of 122 per 100,000 is lower than the Eastern Region (131) and lower than the average for all England and Wales (142).
- An established Out of Court Disposal Panel has been developed which has been a key factor in securing this reduction in First Time Entrants (FTE) to the Criminal Justice System.
- Between 1<sup>st</sup> October 2022 and 30<sup>th</sup> September 2023, 302 young people who were referred to the Norfolk Youth Justice Service (NYJS) by the police were triaged to the NYJS Outcome Panel. 206 received a Challenge 4 Change (C4C) diversion outcome and 9 received a Community Resolution.
- NYJS and the Constabulary are working with partners to ensure young people from ethnic minorities are not discriminated against and criminalised disproportionately. This includes looking at an additional pathway for young people, including those that may be distrusting the police, to receive diversion input even in cases where they have not accepted responsibility for an offence.

## 7. Pillar 5 – Strategic Priority of ‘Support Victims’

7.1 Under Pillar 5 there are six objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

### **Objective 1: Improving the provision of entitlements set out in the Victim’s Code of Practice**

Area	Indicator	Last 12 months	Previous 12 months	difference to previous 12 months
Supporting victims	Receipt of Victim Information Letter being sent when crime was reported	59.7%	35.7%	24.0pp
	Recording of Needs Assessment	84.2%	51.5%	32.7pp
	Offer of Referral to Victim Support Service	42.5%	49.7%	-7.2pp
	Provision of information about the Investigation and Prosecution	63.3%	56.1%	7.2pp
	Offer of a Victim Personal Statement	28.4%	5.4%	23.0pp
	Making of a Victim Personal Statement	1.2%	0.6%	0.6pp
	Provision of information about the Trial, Trial Process & your role as a Witness	64.6%	65.1%	-0.5pp
	Provision of Information about the Outcome of the Case and any Appeals	75.2%	66.3%	8.9pp
	Number of Complaints received that VCOP rights hadn’t been met	3	17	-14

Table 23: Victims Code of Practice data, taken from VCOP dashboard. The date range for the Last 12 months is 01/10/2022 – 30/09/2023. The date range for the Previous 12 months is 01/10/2021 – 30/09/2022.

- Following the introduction of the Victims’ Code of Practice (VCOP) dashboard a positive increase in compliance has been seen in most metrics recorded.
- Recording of Needs Assessment has been a priority area for Norfolk, and this has seen a 32.7% increase in compliance which is ensuring that victim’s needs are recorded and enhanced rights are identified at an early stage.
- There has been a large decrease in the number of complaints received relating to a victim’s rights not being met.
- Three priority areas have been highlighted for improvement through the Supporting Victims Subgroup. These are receipt of Victim Information Letter being sent when a crime has been reported (Right 3), Provision of Information about the Investigation and Prosecution (Right 6) and the Offer of a Victim Personal Statement (Right 7). Work is progressing to identify teams and individual officers who require further support and training in these identified areas.
- The metrics to measure how well VCOP rights are being delivered under the new Victims and Prisoners Bill have not yet been finalised but have been proposed by the Home Office and are due for publication in December 2023 or January 2024. The Home Office have been keen to stress that these metrics may well be subject to change. Work is ongoing to ensure the VCOP dashboard will be suitable to report on these metrics from a proposed date of April 2025.
- The Norfolk and Suffolk Victims Care Services (NSVCS) Engagement Officer has started to work with the Constabulary providing training and guidance for officers in offering and making victim care referrals to improve the quality and quantity of referrals to NSVCS. A large proportion of victims currently decline the offer of a referral to NSVCS. We want to ensure all victims are supported throughout their Criminal Justice journey. This training will ensure officers understand the benefits of victims working with NSVCS and are able to identify those victims that will benefit from the support offer.

**Objective 2: Deliver high quality investigations to support the right outcomes for victims**

- In the reporting period the Operation Investigate team have continued to support the County Policing Command (CPC) development training days for frontline officers. Training is delivered by the team with the objective of ensuring investigations are victim focused and evidence led, to improve outcomes and victim satisfaction.
- Training in this quarter has also continued to focus on the use of Civil Orders when seeking positive outcomes to obtain justice for victims. Future training is now being planned to support the use of evidence-led prosecution in cases where the victim is not at that time in a position to support the investigation.
- The Operation Investigate team have also continued to support the professional development of wider policing teams, with the aim of improving victim satisfaction. Supervisors who are new to managing crime can access the team for one-to-one or small group support sessions, particularly if their most recent role was not an investigative one.
- County-wide peer reviews and investigative audits are regularly carried out to support continuous investigation improvement at supervisory level. Over the last period the question set for audits has been reviewed and updated to reflect the outcomes of previous audits and the areas of greatest current concern.
- The Operation Converter team is now fully established. The team have significantly increased satisfaction for victims by obtaining over 450 positive outcomes of crimes which have been taken into consideration by offenders at sentencing. This process has provided reassurance to victims of crime that the offender has been dealt with for their crime, and that the police have taken every opportunity to achieve a positive outcome for the crime. The process also benefits the individual responsible for the offence, allowing for greater rehabilitation opportunities and a fresh start following release from prison.

**Objective 3: Work in partnership to commission effective services that support victims of high harm crime**

7.2 The OPCCN continues to work extensively with partners to commission services for victims of crime, including...

- Norfolk and Suffolk Victim Care – supporting victims of all crime types
- Norfolk Integrated Domestic Abuse Service (NIDAS)
- Norfolk and Suffolk Restorative Justice Hub
- Support for victims of serious road traffic accidents
- Support for victims of sexual violence

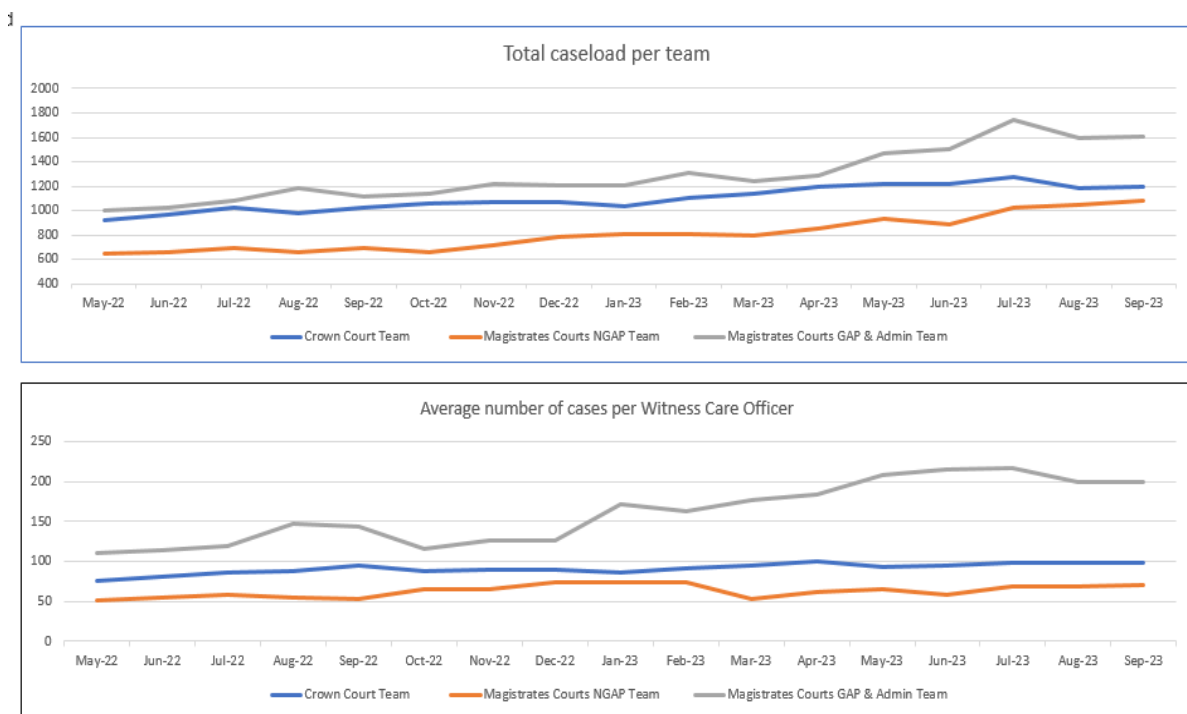
**Objective 4: Implement and develop the Norfolk integrated Domestic Abuse Service (NiDAS) and review the provision of services for sexual violence victims**

7.3 January 2024 marks the second anniversary of the launch of the NIDAS, and during the last two years, NIDAS has become the largest, most comprehensive and joined up domestic abuse service that victims and survivors in the county have ever been able to access to get the support they need. The mid-year update for the service for 2023/24 reports:

- A total of 1897 new referrals and a caseload of 1977.
- The number of self-referrals continues to increase, comprising 14% of all referrals in quarter two of 2023/24, demonstrating the level of awareness of the service.
- NIDAS continues to operate without a waiting list for support.
- 646 referrals to NIDAS were repeat referrals.

**Objective 5: Improving victim’s experience of the criminal justice system and raise confidence to report crimes**

7.4 The workload of the Victim & Witness Service (VAWS) Care Team continues to remain high. The Crown Court Team are currently holding approximately 100 cases per Witness Care Officer and some of these cases involve large numbers of witnesses and Victims.



- Trials continue to be delayed or rescheduled at short notice in the Crown Court. This creates extra work for the team having to rearrange attendance and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk and are mirrored nationally.
- Trials for Crown Court are being scheduled into 2025 which has a direct impact on victims and witnesses and managing their expectations and keeping them engaged.
- The VAWS team are currently working with twelve additional temporary posts to ensure the best service can be provided to victims and witnesses. Funding for these posts was staggered, with the first posts due to conclude from May 2024 through to March 2025. Continuation funding is being sought to align all posts to March 2025.
- The Special Measures Advisor (SMA) recruited in October 2022 has had a huge impact in ensuring vulnerable victims are supported through the court process. The role was introduced to quality-check Special Measures applications within Norfolk and to have direct contact with victims to explain what special measures are available to them so that they can give their best possible evidence at court. This



was a national pilot and the recommendations from this have recently been released, with the main recommendation being the permanent recruitment of this role for all police forces.

- Norfolk currently has SMA funding until May 2024 and is seeking to make this a permanent role. In September 2023 the SMA reviewed 125 cases. Of these they contacted victims in 78 cases, which included cases of Rape and Serious Sexual Offences (RaSSO), Domestic Violence and Hate Crimes. 29 Special Measures Applications were made which will support these victims when attending court and giving evidence through Live Link, screens and Registered Intermediaries.

**Objective 6: Safeguarding vulnerable victims of crime and ASB**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Supporting victims	High Risk ASB - County	11	20	14	-45.0%	-21.4%
	Domestic abuse crimes - Risk assessment: High	209	320	299	-34.7%	-30.1%
	Domestic abuse crimes - Risk assessment: Medium	6,205	6,715	6,381	-7.6%	-2.8%
	Domestic abuse crimes - Risk assessment: Standard	1,806	2,735	2,796	-34.0%	-35.4%
	Domestic abuse incidents - Risk assessment: High	55	79	72	-30.4%	-23.6%
	Domestic abuse incidents - Risk assessment: Medium	2,235	2,052	2,057	8.9%	8.7%
	Domestic abuse incidents - Risk assessment: Standard	3,347	3,921	4,084	-14.6%	-18.0%
	Domestic Violence disclosures (Clare's Law)	978	888	719	10.1%	36.0%
	Child sex offender disclosures	135	114	108	18.4%	25.0%
	SARC - ISVA supported clients	723	899	813	-19.6%	-11.1%
	No. Domestic abuse cases referred to NIDAS	3,712	Data not available	Data not available	Not applicable	Not applicable

Table 24: High Risk ASB Non-crimes by district, domestic abuse crime and incidents by initial risk assessment, DVDs, CSODs and SARC – ISVA supported clients.

Table 22 displays the number of Domestic abuse crimes and incidents by most recent risk assessment.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- The number of high-risk ASB cases has almost halved over the past 12 months. The reason for this reduction is being explored.
- All high-risk anti-social behaviour (ASB) case are discussed as a standing item on the agenda of the monthly Operational Partnership Team (OPT) supervisor meeting, which is chaired by a Community Safety Department Inspector.
- A training programme to ensure that all frontline officers are aware of their responsibilities to implement immediate safeguarding for high risk ASB investigations has now been delivered. This ensures safeguarding is considered at the earliest opportunity to reduce risk.
- All Beat Managers across the county have been given training on how to work effectively with Local Authorities to reduce ASB through joined-up partnership activity.
- A review of the ASB Case Review process is underway to understand if the new process implemented earlier this year is working and address any identified issues. This partnership approach is now facilitated through the Office of Police and Crime Commissioner.
- The volume of Domestic Violence Disclosures (DVDs) is increasing, both compared to the previous 12 months and the long-term average. This trend is also seen in Child Sex Offender Disclosures (CSODs). This is likely to be a continuing

result of the schemes being made available for application online, as well as increasing awareness of both schemes.

- The number of High and Standard Risk domestic abuse crimes fell markedly against the previous twelve months, and long-term averages. Medium risk domestic abuse crimes also fell, although to a lesser degree. It is difficult to say exactly why this is, but review has shown that cases are being accurately risk assessed at point of contact and so this could be viewed, with cautious optimism, as a positive trend. It is also possible that at least some of the difference relates to changes in recording practice since May.
- The grading system for medium risk domestic abuse cases, reported upon previously, continues to be an incredibly helpful tool to prioritise safeguarding work within the medium risk domestic abuse cases. This has allowed for the number of cases awaiting safeguarding support during the first quarter of 2023 to be maintained at a manageable level and for support to be offered within appropriate timescales.
- The number of victims being supported by the Independent Sexual Violence Advisor (ISVA) service was lower than both the previous twelve months and the long-term average. This position reflects a reduction in open cases as a consequence of workload reviews, and the fact that increases in rape and serious sexual offences being reported to the police have slowed somewhat. The service remains under pressure as continuing court delays mean some victims will require support over longer time periods than previously.

## 8. Pillar 6 – Strategic Priority of ‘Stronger and Safer Communities’

8.1 Under Pillar 6 there are five objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

### Objective 1: Supporting Road users to be safer on our roads

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Killed/Serious Injured collisions	412	404	382	+1.99%	+7.9%
	Vulnerable Killed/Seriously Injured collisions (Cyclists, Motorcyclists, Pedestrians & Horse Riders)	229	202	196	+13.4%	+16.8%

Table 23: Killed/Seriously Injured and Vulnerable Killed/Seriously Injured.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- There has been a slight increase in Killed or Seriously Injured (KSI) collisions when compared to the previous twelve months and the long-term average.
- There has been an increase in Vulnerable KSIs when compared to the previous twelve months and the long-term average.
- In this reporting period there were twelve fatal collisions with fourteen fatalities across Norfolk. This is an increase from the previous reporting period (01/04/2023 – 30/06/2023) when there were seven fatal collisions with seven fatalities.
- There has been an increase in the number of KSI collisions where elderly drivers have been found to be at fault, with 67 collisions (17% of all KSI collisions) for the year-to-date, and an increase over the past five years of 34%. The Road Safety Partnership is working together to develop a programme of education which will complement the existing Safe Careful Driver diversion programme but will be bespoke to the needs of older drivers and those driving adapted vehicles.
- The Commercial Vehicle Unit (CVU) was introduced in Norfolk in January 2023, funded by the Safety Camera Partnership. This new unit has already made a positive impact to the proactive police response to commercial vehicle use and is improving safety on the roads. This team, with their specialist knowledge and investigative capability, conduct checks and provide education and enforcement on tachograph data, the carriage of dangerous goods, and weight and load offences. The CVU also enhances opportunities to disrupt Organised Crime Groups and serious offences committed by those using commercial vehicles, such as Drug Trafficking and Human Trafficking.
- In July 2023 the Norfolk CVU completed a week of activities which coordinated with the National Police Chief’s Council (NPCC) CVU Week of Action. This focused on Human Trafficking and Clandestine Entry to the UK and was undertaken in collaboration with Immigration Services, the Driver and Vehicle Standards Agency (DVSA) and the Norfolk Constabulary Multi Agency Child Exploitation (MACE) team. In total 71 HGV and LGV vehicles were stopped, and 39 intelligence reports were submitted.
- In September 2023 the CVU conducted a joint operation with Norfolk Constabulary Multi Agency Safeguarding Hub (MASH) officers, Immigration Enforcement and Operation Moonshot teams in Norwich, which targeted illegal workers working for fast food online delivery companies. This has been identified nationally as an emerging issue. During the operation eight arrests were made for immigration offences and intelligence gained for vulnerable migrant workers being exploited to work in the UK. A number of safeguarding interventions resulted from the operation.
- There were reduced opportunities for CVU enforcement days in August and September due to annual leave and essential training commitments, which included full HGV Driving Licence courses, Carriage of Dangerous Goods by Road Prohibition

courses and Health & Safety Executive Load Security courses. These courses are mandatory to qualify as a Commercial Vehicle Investigator which both CVU officers have now done and are already putting their skills to use.

### 8.2 CVU Results July to September 2023

	<b>Vehicles Stopped</b>	<b>TOR's Issued</b>	<b>Offences Detected</b>	<b>Total Fines Issued</b>	<b>Total Prohibitions</b>
July 2023	138	79	98	£14,200	27
August 2023	76	58	82	£9,800	17
September 2023	84	57	61	£11,400	20

- The Young Driver Education Coordinator continues to assist with the delivery of Fatal Four education to young people aged 15-19 years, delivering thirty-four sessions to 1,257 students in this reporting period. In addition, five e-scooter presentations were delivered to another 556 students. A reduced number of sessions were delivered this period due to the school summer holidays.
- Operation Close Pass continues, with twenty-eight vehicles stopped and drivers educated in this reporting period in respect of failing to pass cyclists at a safe distance. The number of Close Pass operations has been lower this period due to limited availability of bikes and annual leave. A further sixteen Traffic Offence Reports (TORs) were issued, and two vehicles were seized as a direct result of the Close Pass operations.

### 8.3 Summer Drink and Drug Drive campaign

- 206 drivers were tested for alcohol and/or drugs between 21<sup>st</sup> August and 28<sup>th</sup> August 2023.
- 30% of those tested for drugs were positive and 36% of those who were tested for alcohol provided a positive roadside breath test.
- 84% were male and 16% were female.
- Overall, 16% of those tested in the campaign period failed.

### 8.4 Update on Fatal 4 enforcement

2023	<i>Driver using Mobile</i>	<i>Seatbelt</i>	<i>Officer detected speeding</i>	<i>Camera detected speeding</i>	<i>All other Traffic Offence Reports (Officer detected)</i>
Jan	118	71	285	3762	676
Feb	66	50	230	4409	657
Mar	157	71	153	4324	681

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Apr	72	43	254	4791	685
May	80	56	243	5440	614
June	110	181	281	3877	631
July	68	67	253	3945	565
August	69	60	188	4899	529
September	72	50	158	4069	479
<b>Total</b>	<b>812</b>	<b>649</b>	<b>2045</b>	<b>39516</b>	<b>5517</b>

Table 27: Fatal 4 - Traffic Offence Reports (TORs) issued since 01/01/2023.

- The table above sets out the number of Traffic Offence Reports (TORs) issued by uniformed officers since 1<sup>st</sup> January 2023, which include the work of the Road Casualty Reduction Team (RCRT). This shows a continuation of high levels of enforcement associated to Fatal Four offences.

**Objective 2: Working with partners and communities to prevent crime and harm**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	ASB Environmental	476	620	746	-23.2%	-36.2%
	ASB Nuisance	7,493	7,442	8,107	0.7%	-7.6%
	ASB Personal	1,870	1,993	2,297	-6.2%	-18.6%
	Burglary Residential	1,215	1,317	1,388	-7.7%	-12.5%
	Solved	132	116	126	13.8%	4.8%
	- % solved	10.9%	8.8%	9.1%	2.1p.p	1.8p.p
	Vehicle crime	1,711	1,770	1745	-3.3%	-1.9%
	Solved	169	141	167	19.9%	1.2%
	- % solved	9.9%	8.0%	9.6%	1.9p.p	0.3p.p
	Theft of Vehicle crime	573	651	594	-12.0%	-3.5%
	Solved	76	86	83	-11.6%	-8.4%
	- % solved	13.3%	13.2%	14.0%	0.1p.p	-0.7p.p
	Theft from Vehicle crime	966	914	940	5.7%	2.8%
	Solved	68	32	62	112.5%	9.7%
	- % solved	7.0%	3.5%	6.6%	3.5p.p	0.4p.p
	Arson and Criminal Damage	6,845	7,265	7,106	-5.8%	-3.7%
	Solved	817	785	801	4.1%	2.0%
	- % solved	11.9%	10.8%	11.3%	1.1p.p	0.6p.p
	Robbery	327	359	337	-8.9%	-3.0%
	Solved	59	55	52	7.3%	13.5%
	- % solved	18.0%	15.3%	15.5%	2.7p.p	2.5p.p
	Hate crimes	1,103	1,353	1,350	-18.5%	-18.3%
	Solved	208	200	177	4.0%	17.5%
- % solved	18.9%	14.8%	13.3%	4.1p.p	5.6p.p	

Table 28: Neighbourhood crime (ASB by category, Burglary Residential, Vehicle crime, Arson and criminal Damage, Robbery and Hate crime).

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- During the first lockdown period in April and May 2020 there was an increase in ASB CADs, which still contributes to the higher long-term average figures.
- The number of ASB Environmental and ASB Personal CADs have decreased in the last 12 months compared to the previous 12 months, however ASB Nuisance CADs (the most common type of ASB) have increased slightly (+0.7% / 51 CADs). All ASB CAD types have decreased against the long-term average, and all ASB CAD types

have reduced when compared with the previous reporting period (12 months ending June 2023).

- The volume of residential burglaries has continued to decrease in the last 12 months, being -7.7% against the previous 12 months and -12.5% compared to the long-term average. A decrease is also apparent since the last reporting period (12 months to June 2023). In addition, the solved rate from the last 12 months is 2.1pp higher than the previous 12 months and 1.8pp above the long-term average. However, the solved rate is 0.8pp below that which was seen in the previous reporting period (12 months to June 2023). While small quarter-quarter fluctuations are expected this will remain under monitoring for the next period.
- There was a pronounced decrease in vehicle crime during 2020. In the last two years, levels had been gradually increasing, but not to levels seen pre-pandemic. In the last 12 months vehicle crime has again decreased by 3.3% and so remains below the long-term average (-1.9%).
- Volumes of Arson and Criminal Damage show a decrease of -5.8% in the last 12 months compared to the previous 12 months, also being below the long-term average (-3.7%). There has also been an improvement in the solved rate, against both the previous 12 months (+1.1pp) and the long-term average (+0.6pp).
- Robbery volumes have reduced -8.9% against the previous 12 months and -3.0% against the long-term average. There has also been a reduction when compared with the previous reporting period (12 months to June 2023). It continues to be a rare, though very impactful, crime in Norfolk. The solved rate has increased +2.7pp from the previous 12 months and +2.5pp from the long-term average.
- Hate Crime has reduced in volume when compared with both the previous 12 months (-18.5%) and the long-term average (-18.3%). There has been an increase in solved rate, by 4.1pp against the previous 12 months and 5.6pp against the long-term average.
- A Hate Crime / Hate Incident internal scrutiny process continues to be piloted in the West of county, bringing together a range of practitioners to review police investigations and ensuring best practice is shared across teams.
- The Stop Hate in Norfolk campaign has been relaunched to encourage increased third-party recording.

**Objective 3: Early identification and diversion to the appropriate agencies for those suffering with mental health issues**

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Mental Health Act Assessments conducted in custody	219	172	161	27.3%	36.0%
	Athena investigations tagged for MH team to review	10,343	10,263	Data not available	0.8%	Not applicable
	Persons detained under sec 136	384	500	539	-23.2%	-28.8%
	Section 135 warrants executed	63	64	Data not available	-1.6%	Not applicable

Table 29: Mental health act (MHA) assessments in custody, Athena investigations tagged for Mental Health Team to review, Persons detained under section 136 and section 135 warrants issued.

The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise stated. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- The number of people being detained by Norfolk Police Officers under Section 136 of the Mental Health Act (MHA) in the past 12 months has continued to reduce, with a reduction of 23.2% compared to the previous 12-month period.

- The number of Mental Health Act assessments being conducted in police custody suites continues to increase, with an increase of 27.3% this reporting period compared with the previous 12 month, but the rate of increase has started to slow.
- Multi-agency work continues via the Urgent and Emergency Care Steering Group to help drive down the time people spend waiting for admission to a psychiatric unit following a Mental Health Act assessment in custody. There has been a reduction in this reporting period from an average of 43.5 hours in July 2023, down to just under 30 hours in September 2023. Work continues to reduce this wait-time further.
- The Police Mental Health Team, who are based within the Community Safety Department, continue to review police (Athena) investigations, to help ensure that people are signposted to relevant and appropriate support at the earliest opportunity, with the aim of preventing them from reaching crisis. The team reviewed 2500 investigations in this reporting period.
- The number of Section 135 of the Mental Health Act warrants executed this period is consistent with previous reporting periods.

**Objective 4: Promote crime prevention initiatives**

8.5 Continued, new or planned crime prevention initiatives supported by Norfolk Constabulary during this reporting period include:

- Designing Out Crime Officers (DOCOs) provide specialist advice on crime prevention from the point that a site is identified for development, through the planning stages and until build completion. The team have so far delivered ‘Crime Prevention Through Environmental Design’ (CPTED) training to Local Authority Planning Departments in Breckland, Kings Lynn, South Norfolk, Great Yarmouth, North Norfolk, Broadland and are planning to engage Norwich City Council in the new year. This important input seeks to ensure that crime prevention considerations are applied at the genesis of new developments and for redevelopment projects.
- Six additional architects’ firms, Housing Associations, and developers have also received CPTED training delivered by the DOCO team to ensure crime prevention is a major theme considered when undertaking developments.
- The Problem-Solving team have launched Operation Octane, aimed at tackling the antisocial behaviour of a small group of car enthusiasts who put other road users at risk of death and serious injury.

**Objective 5: Increasing volunteering opportunities within the community to help policing**

8.6 *Special Constables*

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Special Constabulary establishments (monthly average)	158	181	175	-12.7%	-9.7%
	Special Constabulary hours	40,557	44,005	43,932	-7.8%	-7.7%
	Special Constabulary duties	6,155	6,486	6,216	-5.1%	-1.0%
	Special Constabulary events	415	572	452	-27.4%	-8.2%
	Police support volunteers establishments (monthly average)	104	117	118	-11.1%	-11.9%
	Police support volunteers hours	10,474	10,513	9,300	-0.4%	12.6%
	Police support volunteers duties	2,467	2,519	2,233	-2.1%	10.5%
	Police support volunteers events*	Data not available			Not applicable	

Table 30: Establishments, hours, duties and events for Special Constabulary and establishments, hours, and duties for Police support volunteers.

\*Police support volunteer events are not recorded. The date range for the Last 12 months was 01/10/2022 – 30/09/2023 unless otherwise noted. The date range for Previous 12 months was 01/10/2021 – 30/09/2022. The date range for the long-term average was 01/10/2019 – 30/09/2022.

- The Special Constabulary is made up of volunteers who go through similar training to regular police officers to acquire the same powers. They agree to commit at least 16 hours of their time every month to contribute to the safety of the public of Norfolk. Officers across the Special Constabulary undertake a broad range of duties, including policing the roads, public order patrols and cyber security support.
- Between July 2023 and September 2023, the Special Constabulary carried out 1365 duties, giving 9,386 hours of time to the constabulary. Whilst there is a minimum expected commitment of 16 hours duty time a month, the average hours our volunteers completed each month during this reporting period was 22 hours.
- During this reporting period the establishment of the Special Constabulary reduced from 150 to 146. It is common for people to join the Special Constabulary to see if life as a regular police officer would suit them. During this period one member of the Special Constabulary left to join as a regular officer. In the same period two retired regular officers have joined as Special Constables and we are proud that we can retain their expertise within the police family.
- Recruitment is a constant programme due to expected turnover within the Special Constabulary. A webinar to recruit more females took place on 15<sup>th</sup> August 2023. Following the success of this event there are plans to run another webinar in 2024.
- Face-to-face recruitment events are being planned for districts where the Special Constabulary establishment is lower.
- Recent events supported by the Special Constabulary include Old Buckenham Air Show, Houghton Hall Music Festival, Cromer Carnival, Norwich, and Kings Lynn Pride, NCFE v Millwall, Birmingham and Leicester City football matches.
- Special Constables who are aligned to the Roads Policing Team will be given OPTIK licenses and mobile devices, helping them to carry out their role more effectively. These officers continue to be one of our strongest teams of volunteer constables, committing a significant number of hours.

#### 8.7 *Police Support Volunteers (PSV)*

- Police Support Volunteers work in a variety of different roles such as helping to set up events, data inputting, monitoring CCTV, and delivering force vehicles.
- Two individuals are going through the PSV recruitment process to be wellbeing dog handlers. We hope to have four handlers in place by the end of 2023.
- During this reporting period the number of registered Police Support Volunteers has increased by one member compared with the previous reporting period (July 2023 to September 2023), to 93 members. It is notable that the number of active volunteers has increased from 43 to 46. Our non-active registered volunteers are happy to be kept on record should an opportunity arise, and we will be undertaking some work to look at whether there are any volunteering opportunities for them.
- During this reporting period the number of hours undertaken by our Police Support Volunteers increased slightly from 3234 hours (April 2023 to June 2023), to 3265 (July 2023 to September 2023).
- Our volunteers committed an average of 21.34 hours a month to their support role.
- Two volunteers have recently celebrated 20 years of service as a Police Support Volunteer.



8.8 *Cadets*

Area	Indicator	Last 12 Months
Safer and stronger communities	Cadet establishments (monthly average)	121
	Cadet hours	788
	Cadet duties	237
	Cadet events	78

Table 31: Establishments, hours, duties, and events for Cadets.

- In the past 12 months some Cadet Units have seen 50% of their Cadets leave for a variety of reasons including ageing-out, disengagement, education commitments and employment. Nevertheless, the waiting lists for each district have meant the Units have been able to recruit quickly and efficiently to boost their Cadet numbers back to a more stable figure.
- The Norfolk Cadets operates its weekly Cadet Programme of activities during the school term only, meaning that duty hours will reduce during school Christmas, Easter and Summer holiday periods, however, with the Cadets participating in a large number of events over the summer, for this period the overall Cadet hours has remained consistent with previous reporting periods.
- Norfolk Cadets are becoming more consistently embedded into local policing across all districts, supporting initiatives which help to address local crime and antisocial behaviour priorities and engaging with local communities.
- Following the large number of events that our Cadets participated in during summer we are seeing an increasing number of them volunteering for both internal events and events in the community. This is helping the Cadets to build their trust and confidence in policing and to develop their self-confidence and interpersonal skills.
- Cadets have been invited to volunteer at youth orientated events and are receiving positive recognition for their dedication and hard work, with more events being targeted for 2024.
- The past 12 months have seen strong relationships built with other youth organisations. A FLOURISH pledge, which was promised in July 2022, has resulted in Cadets having greater access to clubs, groups activities, and support services, securing better outcomes for our young people.
- Plans are being formed for youth-led Social Action projects across each District, which will include Cadets working with the local Community Speed Watch schemes, patrols at Halloween and Bonfire Night events, attendance at community Remembrance Day services and for Cadets to be a visible presence at Christmas Light switch-on events.
- All Units are being given the opportunity to visit our Police Investigation Centres which will provide a forum for them to feedback their views and opinions.

8.9 *Community Speed Watch*

Area	Indicator	September 2023	September 2022	
Safer and stronger communities	Community Speed watch - Schemes (current number)	101	97	
	Community Speed watch - Members (current number)	848	874	
Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Safer and stronger communities	Community Speed watch - Letters issued	17,013	16,772	1.4%

Table 32: Community Speed watch: Schemes, members and letters issued.

- The number of Community Speed Watch (CSW) volunteers has remained constant since the last reporting period, with 848 members registered at the end of September. This is a small reduction compared with the number of registered volunteers at the end of September 2022.
- At the end of September 2023 there were 101 schemes across the county and a number of new schemes requests are being processed.
- As a result of the work of these teams there have been 10,489 warning letters sent out to motorists in the last six months and 17,013 letters sent in the last 12 months.
- The work of the CSW schemes continues to guide and assist the Safety Camera Partnership to proactively target speeding issues of public concern.
- On 14th September 2023 the Constabulary Community Safety Department organised a CSW Day of Action in conjunction with Suffolk Constabulary. The intention was to get as many CSW teams as possible across both counties monitoring within their local communities on the same day. The event was supported by the Safety Camera Partnership. 59 sessions took place across Norfolk, with 64 hours of monitoring being completed. 436 warning letters were issued, and the Community Safety Department arranged press coverage of the event to raise the profile of Community Speed Watch and highlight the dangers of speeding within our communities.
- During this reporting period an Engagement Day was held in Castle Quarter in Norwich in conjunction with the local Safer Neighbourhood team to further promote Community Speed Watch.

## Information bulletin – questions arising to the PCC

### Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

This information bulletin summarises for the Panel both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of activity since the last Panel meeting.

#### 1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 describes the Police and Crime Panel's role as including to "review or scrutinise decisions made, or other action taken, by the PCC". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk (PCC) to account for the full extent of their activities and decisions.

#### 2. Summary of the PCC's decisions and activity since the last Panel meeting

- 2.1 A summary of both the decisions taken by the PCC and the range of his activity since the last Panel meeting are set out below.

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 29 January 2024, are listed at **Annex A** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 29 January 2024, are listed at **Annex B** of this report.

c) PCC Accountability Meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent PCC Accountability Meeting are set out at **Annex C** of this report.

d) Norfolk and Suffolk Collaboration Panel meetings

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered several joint units and departments in areas such as major investigations, protective

services, custody, transport, finance, HR and ICT.

The PCC meets with Suffolk’s Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex D** of this report.

e) Other ‘out-of-county’ activity since the previous Panel report:

<b>Date</b>	<b>Activity</b>
16 October 2023	Guidance on Data Sharing for the Criminal Justice System – Home Office
19 October 2023	APCC / Accenture workshop
9 November 2023	Exec Board – Norfolk & Suffolk Criminal Justice Board
8 November 2023	APCC Transparency Portfolio Meeting
10 November 2023	All PCC Briefing on Op Tarlac
15-16 November 2023	APCC/NPCC Summit
14 December 2023	APCC Transparency Portfolio Meeting
20 December 2023	Norfolk and Suffolk Criminal Justice Board
11 January 2024	APCC/College of Policing Briefing - Code of Ethics / Code of Practice for Ethical Policing
15 January 2024	PCC Complaints Working Group
18 January 2024	APCC Forum for PCC – Drug Strategy Delivery
22 January 2024	PCC Briefing from CC Serena Kennedy

f) Other engagement activity since the previous Panel report:

<b>Date</b>	<b>Activity</b>
13 November 2023	Budget consultation, Thetford Library
23 January 2024	Time to Talk

g) Audit Committee

The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at the most recent meetings are set out at **Annex E** of this report.

h) PCC responses to inspections of Norfolk Constabulary published by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS):

- Response to the policing recommendations contained within the August

i) Emergency services collaboration.

Norfolk County Council's Cabinet approved the PCC's request for membership of Cabinet (in respect of its role in exercising functions of the Fire & Rescue Authority only) when it met on 20 May 2019. View the Cabinet report and minutes [here](#).

The following Norfolk Fire & Rescue Service (NFRS) items have been considered by the Cabinet since the Panel's last meeting:

- [Cabinet 10 January 2024](#): Improvements to Norfolk Fire Stations (item 9)

**3. Suggested approach**

- 3.1 The PCC has been invited to attend the meeting to respond to your questions and will be supported by members of staff.

**4. Action**

- 4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since taking office.



If you need this report in large print, audio, braille, alternative format or in a different language please contact 0344 800 8020 or 0344 800 8011 (textphone) and we will do our best to help.

## PCC's Decisions

The PCC's policy statement on decision making, updated on August 2020, can be read [here](#).

### Sustain Norfolk Constabulary

#### Wide Area Network (WAN) Services Contract for Norfolk and Suffolk Constabularies *Confidential Decision 2023-15*

The PCC approved a new services contract to provide continuity of WAN Services to both Norfolk and Suffolk Constabularies and to provide upgrades of circuits as and when required across the duration of the contract. This paper is confidential as it contains commercially sensitive information.

#### 7 Force Commercial Services

##### *Decision 2023-18*

The PCC approved the revised Contract Standing Orders.

#### Norwich City Police Station - Bethel Street Tender for Building Works

##### *Confidential Decision 2023-19*

The PCC approved the award of the Norwich City Police Station estates construction contract. This paper is confidential as it contains commercial in confidence building tender submission sums.

#### Updated Lease Winchester Tower - Norwich

##### *Confidential Decision 2023-23*

The PCC approved the new updated lease for aerial roof rights at Winchester Tower, Norwich. This paper is confidential as the paper includes a commercial in confidence lease terms which are still 'subject to contract' until the proposed lease is completed.

#### Hethersett Old Hall PDC Planning Application for Works to Former Junior and Nursery School

##### *Confidential Decision 2023-28*

The PCC approved the submission of planning application(s) to cover refurbishment and other works relating to the former Junior School and Nursery blocks. This decision is confidential as it relates to planning proposals which are still subject to pre-application advice and consultation from South Norfolk Council planners.

#### Hethersett Old Hall School PDC Works to Junior School and Nursery Site

##### *Confidential Decision 2023-31*

The PCC approved the commencement of works to the former Junior School and former Nursery School. This decision is confidential as it outlines quotes for building works.

#### Provision of In-Cell Technology to the Police Investigation Centres (PICs)

##### *Confidential Decision 2023-38*

The PCC authorised the execution of the deed of variation to enable installation of in-cell technology in each of the six joint PICs. The paper is confidential as it contains commercially sensitive information about the contractual arrangements of the Police Investigation Centres' PFI contracts.

### Prevent Offending

### [St Giles Trust – Norfolk Modern Slavery/Human Trafficking](#)

#### *Decision 2023-13*

The PCC provided a three-year grant to St Giles Trust to manage the Modern Slavery/Human Trafficking service, providing immediate independent support and initial response to those, aged 18 and over (men and women and those with protected characteristics) who have been subject to modern slavery and exploitation in Norfolk until 31st May 2026.

### [Child and Adolescent to Parent Violence and Abuse \(CAPVA\)](#)

#### *Decision 2023-16*

The PCC provided funding to deliver CAPVA programme of interventions, enabling delivery of the Norfolk PCC's successful bid to the Home Office's Domestic Abuse Perpetrator Intervention Fund.

### [The Change Project, The Change Hub - Domestic Abuse Perpetrator Intervention Service](#)

#### *Decision 2023-21*

The PCC for Norfolk supported the allocation of funding to The Change Project to deliver Domestic Abuse Perpetrator Intervention Service on a 1-2-1 basis in Norfolk for those who are identified by DAPPA team analysis and the MARAC process. This project will run for a 12-month period until 31st March 2024.

## **Support Victims**

### [Norfolk Integrated Domestic Abuse Services - Contract uplift](#)

#### *Decision 2023-11*

The Police and Crime Commissioner granted approval to vary the contract to add the Website development, hosting and maintenance costs for the remaining length of the contract.

### [Grant funding to support for victims of road traffic accidents](#)

#### *Decision 2023-14*

The PCC for Norfolk awarded the RVT a grant to provide services to support victims of road traffic accidents in Norfolk.

### [Brave Futures – Extension of provision for children aged 11-18 years who have experienced sexual abuse](#)

#### *Decision 2023-22*

The PCC supported this decision to extend provision during the financial years 2023/24-2024/25.

### [Grant Funding Uplift to the: Rowan Project delivered by the Daisy Programme – Breckland and The Lotus Programme delivered by the 1-2-1 Project – West and North Norfolk](#)

#### *Decision 2023-32*

The Police and Crime Commissioner for Norfolk supports the allocation of 'uplift' funding for the Rowan Project, delivered by Daisy Project and the Lotus Programme delivered by the 1-2-1 Project.

### [NiDAS– Norfolk Independent Domestic Abuse Service –Removal of Media/Translation functions under original Contract – Contract Variation No 11](#)

#### *Decision 2023-39*

The PCC is in support of this Decision that supports Contract Variation No 11 as produced by 7Force Procurement Services.

## [NiDAS– Norfolk Independent Domestic Abuse Service – Variation of Contract No 12](#)

### *Decision 2023-40*

The PCC is in support of this Decision that supports Contract Variation No 12 as produced by 7Force Procurement Services.

## [Norfolk Sexual Assault Referral Centre \(SARC\) Contract 2023-8](#)

### *Confidential Decision 2023-42*

The PCC approved the decision to establish an agreement between 6 OPCC's. One OPCC/Force will be named the lead for procurement purposes and will be a common contract across the region. Each OPCC/Force will be invoiced for their respective service. The NHS have agreed to fund part of each SARC service. This decision is confidential as it contains commercially sensitive information.

## [Sexual Assault Referral Centre \(SARC\) Hellesdon - Works for ISO Accreditation](#)

### *Confidential Decision 2023-44*

The PCC approved the commencement of the ISO Accreditation works to the SARC premises and the allocation of funds towards the project. This report is confidential as it contains a reference to quotations for building contracting works.

## **Safer and Stronger Communities**

## [Transfer of funds held by OPCCN / Norfolk Constabulary on behalf of the Norfolk Resilience Forum to Norfolk County Council](#)

### *Decision 2023-17*

The PCC endorsed the decision made by the NRF Executive Board held on 29th November 2022 to transfer the funds to Norfolk County Council.

## [Targeted Youth Support Service \(TYSS\) Summer Programme](#)

### *Decision 2023-24*

The PCC for Norfolk provided Serious Violence Duty grant funding to Norfolk County Council to provide the Targeted Youth Support Service Summer Programme to enable the delivery of Norfolk's partnership response to the Serious Violence Duty.

## [SPACE \(Supporting Positive Activities and Community Engagement\) Youth Fund](#)

### *Decision 2023-41*

The Police and Crime Commissioner granted funds to the Norfolk Community Foundation of £66,400 to contribute to the SPACE Youth Fund.

## [Targeted Youth Outreach Project – Serious Violence Duty](#)

### *Decision 2023-43*

The Police and Crime Commissioner provided Serious Violence Duty grant funding to Norfolk County Council to deliver the Targeted Youth Outreach Project to support Norfolk's partnership response to the Serious Violence Duty.

## [Knife carrying and violence prevention awareness and education programme](#)

### *Decision 2023-45*

The Police and Crime Commissioner provided Serious Violence Duty grant funding to Norfolk Constabulary to deliver a knife carrying and violence prevention awareness and education programme.

*(Decisions 2023-19, 2023-20, 2023-25, 2023-26, 2023-29, 2023-33 to 37 not yet published)*

*(Decisions 2023-11, 2023-27 and 2023-30 previously reported to the Panel)*



## Summary of the PCC's activity

### [Volunteer thanked for helping police detainees for more than 20 years](#)

A volunteer who has spent more than two decades checking on the welfare of police detainees in Norfolk has received a special thank you for his dedication to the role.

19 October 2023

### [Police and Crime Commissioner invites residents to one to one meeting](#)

Police and Crime Commissioner Giles Orpen-Smellie is once again inviting residents across Norfolk to meet with him to discuss any policing or crime issues they may have.

20 October 2023

### [PCC puts Norfolk residents' questions to Chief Constable](#)

The fourth PCC Accountability Meeting (PAM) of 2023 was hosted by the Police and Crime Commissioner, Giles Orpen-Smellie, at his Wymondham office on Tuesday, 17 October.

20 October 2023

### [Norfolk's PCC responds to latest crime statistics](#)

Norfolk's Police and Crime Commissioner (PCC) has responded to the latest release of crime statistics data for all forces in England and Wales from the Office of National Statistics (ONS).

24 October 2023

### [Join us to find out about the new serious violence duty and the partnership response in Norfolk](#)

This event will provide an opportunity for you to share your views on Norfolk's Serious Violence Duty strategy as it's developing and find out more about the Norfolk Community Safety Partnership.

31 October 2023

### [Police and Crime Commissioner for Norfolk allocated over £900,000 of Safer Streets funding for vital community projects](#)

The Police and Crime Commissioner for Norfolk, Giles Orpen-Smellie, has been allocated over £900,000 of Safer Streets funding from the Home Office. This funding will support 17 initiatives to tackle neighbourhood crime, violence against women and girls (VAWG) and anti-social behaviour (ASB)

23 November 2023

### [Workplace pledge to help employees affected by domestic abuse could help thousands](#)

A workplace pledge to help employees affected by domestic abuse has marked its third-year anniversary with nearly 100 sign-ups from organisations across Norfolk.

23 November 2023

### [PCC's office remains committed to ending men's violence against women and girls](#)

One year on from becoming a White Ribbon accredited organisation the Office of the Police and Crime Commissioner for Norfolk (OPCCN) remains as committed as ever to ending violence against women and girls.

28 November 2023

### [Working with Norfolk businesses to tackle Modern Slavery](#)

A banner promoting partnership working to tackle Modern Slavery stood proudly at an event organised by Business in the Community (BiTC), sponsored by Aviva.  
28 November 2023

### [Police and Crime Commissioner's Office wins national award for custody visiting](#)

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has been recognised nationally for the quality of its independent custody visiting scheme.  
11 December 2023

### [Funding for positive activities and engagement with young people](#)

19 December 2023

A joint funding project between the Office of the Police and Crime Commissioner for Norfolk (OPCCN), Norfolk Community Foundation, Norfolk County Council and Norfolk Youth Advisory Board has awarded over £170,000 to organisations across the county to help young people access a range of activities.

### [PCC visits the Purfleet Trust](#)

22 December 2023

Police and Crime Commissioner Giles Orpen-Smellie's last visit of the year was to the Purfleet Trust based in King's Lynn.

### [PCC invites residents of Norfolk to pose policing questions to their Chief Constable](#)

4 January 2024

Police and Crime Commissioner (PCC) Giles Orpen-Smellie is inviting residents to pose their questions to Norfolk's Chief Constable as he prepares to host his first accountability meeting of 2024.

### [Independent Custody Visitor, Susan Harrowing](#)

9 January 2024

It is with sadness that we must report the death of former Independent Custody Visitor, Susan Harrowing.

### [Opportunity to meet with the Police and Crime Commissioner](#)

10 January 2024

Norfolk's Police and Crime Commissioner Giles Orpen-Smellie is inviting residents of Norfolk to discuss any issues they may have about policing and crime in the county.

## Annex C

### List of items discussed at the most recent PCC Accountability Meetings

<b>Date: 30 January 2024</b>	
Subject	Summary
<b>Public agenda</b>	
Police Accountability Meeting (PAM) Public Questions	Verbal update
Police, Crime & Community Safety Plan 2022-24: 'Sustain Norfolk Constabulary'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-7 of Pillar 1 of the Police and Crime Plan.</p> <p><b>Recommendation</b> The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Visible and Trusted Policing'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 &amp; 6 of Pillar 2 of the Police and Crime Plan.</p> <p><b>Recommendation</b> The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 of Pillar 3 of the Police and Crime Plan.</p> <p><b>Recommendation</b> The PCC is asked to note the report.</p> <p>.</p>
Police, Crime & Community Safety Plan 2022-24: 'Prevent Offending'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 4 of the Police and Crime Plan.</p> <p><b>Recommendation</b> The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Supporting Victims'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1,2,5 &amp; 6 of Pillar 5 of the Police and Crime Plan.</p> <p><b>Recommendation</b> The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Safer and Stronger Communities'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 6 of the Police and Crime Plan.</p> <p><b>Recommendation</b> The PCC is asked to note the report.</p>
Emerging	Verbal update.

Operational/Organisational Risks	
<b>Private agenda</b>	
None	

The public reports can be viewed on the OPCCN's website at the following address  
[PCC Accountability Meeting | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk)

There was a public questions and answers segment at this meeting. A written copy of the public questions and responses will be published in due course along with the minutes of the meeting.

The next PCC Accountability Meeting is scheduled to take place on 17 July 2024. There will be a public questions and answers segment at this meeting.

**List of items discussed at the most recent Norfolk and Suffolk Collaboration Panel meeting**

A Norfolk and Suffolk Collaboration meeting took place on the 4 October 2023.

Public information on the Collaboration Panel can be viewed on the OPCCN's website at the following address <https://www.norfolk-pcc.gov.uk/key-information/accountability/norfolk-and-suffolk-collaboration-panel/>

## List of items discussed at the most recent Audit Committee meetings

**Date: 24 January 2024**

Subject	Summary
<b>Public agenda</b>	
Review and update of Action Log	Document available on request
Final Accounts 2021/22 Approval including External Auditor's Audit Results Report	Document available on request
Internal Audit 2023/24 Summary of Internal Control	Document available on request
2024/25 Draft Internal Audit Plan	Document available on request
2022/23 Final Head of Internal Audit Opinion	Document available on request
Treasury Management 2024/25 Draft Strategy	Document available on request
Audit Committee Effectiveness (Skills Report)	The report updates the committee on matters highlighted after completion by members of Skills Audit Questionnaire distributed in October 2023.  The Committee is recommended is to adopt the action recommended or suggest alternative solutions.
Forward Work Programme	
<b>Private agenda</b>	
Review and update of Action Log	Report not published
Fraud update (Verbal Update)	Report not published

The public reports can be viewed on the Commissioner's website at the following address [Audit Committee | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk)

The next Audit Committee meeting is scheduled to take place on 26 March 2024.

## **Police (Fire) and Crime Panel Conference 2023**

### **Report from Jo Martin, Democratic Support and Scrutiny Manager**

To consider matters arising from the annual conference.

#### **1. Background**

- 1.1 Since the establishment of Police and Crime Panels in 2011/12, an annual conference has taken place to support Panel members and officers with their learning and development. A range of speakers from the sector have been involved in leading plenary discussions and practitioner workshops / briefings.

#### **2. Twelfth National Conference for Police (Fire) and Crime Panels**

- 2.1 The conference took place on Thursday 9 November 2023, preceded by a conference dinner on Wednesday evening for residential delegates. The event was attended by Air Commodore Kevin Pellatt (Chair), Councillor Kieran Murphy, Councillor Alexandra Ware and Jo Martin (Democratic Support and Scrutiny Manager).
- 2.2 The focus of the morning plenary session was “Collaboration and change – making it work”. This was chaired by Ann Reeder (ex-Director and founder of Frontline Consulting) who was joined by the following panellists:
- Danny Shaw (Crime, Justice, Policing and Immigration commentator and ex BBC home affairs correspondent)
  - Joy Allen, Durham Police and Crime Commissioner (PCC)
  - Jonathan Evison, Humberside Police and Crime Commissioner
  - Roger Hirst, Essex Police Fire and Crime Commissioner
- 2.3 Opening speaker Danny Shaw reflected on the introduction of PCCs, which he described as being the biggest policing policy change in recent decades. He challenged the panellists to respond to his views on areas for improvement, which included:
- 1) The variable quality of elected PCCs;
  - 2) The fact that the model appeared to have entrenched some aspects of localism, rather than supporting forces to work better together;
  - 3) The need for effective public engagement and better visibility of Police Fire and Crime Panels.
- 2.4 The panel discussion was followed by a question time. In response to a variety of matters raised by delegates, panellists were clear that effective working relationships were the key to the success of Police and Fire and Crime Panels. They emphasised the need for Panels to support as well as challenge PCCs, and highlighted the importance of regular training and briefing for Panel

Members to help them in their role.

### **3. Breakout sessions: good practice, networking and panel development**

- 3.1 The afternoon was dedicated to workshops, which comprised:
- Public Confidence in Policing – our role (facilitated by Jonathan Evison, Humberside PCC)
  - Measuring Success (facilitated by Dave Burn, Frontline Consulting)
  - Preparing for Change (facilitated by Wayne Chandai, Frontline Consulting Associate)
- 3.2 Norfolk Police and Crime Panel was represented at each workshop and contributed to the lively and engaging discussion. One outcome to note was the suggestion that a peer review model should be developed for Panels, which Frontline Consulting committed to follow up with the Local Government Association, together with the National Association for Police and Fire and Crime Panels.

### **4. National Association for Police and Fire and Crime Panels (NAPFCP)**

- 4.1 The NAPFCP's AGM took place immediately before the conference. Panel representatives confirmed the appointment of the NAPFCP Executive Committee and noted the Chairman's Annual Report.

### **5. Action**

- 5.1 The Panel is asked to consider matters arising from the annual conference.



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## Forward Work Programme

Date	Item	Attendees
11am, 18 March 2024, County Hall	<p><b>Police and Crime Commissioner for Norfolk’s end of term report</b></p> <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>PCC Complaints Monitoring Report</b></p> <p><b>Complaints Policy Sub-Panel – update</b></p> <p><b>Norfolk Police and Crime Panel Annual Report 2023-24</b></p> <p><b>Recruitment of Co-opted Independent Member</b> (To consider the recruitment process and suggested timetable, and appoint a selection panel.)</p> <p><b>Forward Work Programme</b></p>	Commissioner, supported by members of the Commissioner’s staff and Chief Constable (subject to operational commitments)
May 2024	<b>PCC and Local Elections</b>	
17 June 2024, County Hall (to be confirmed)	<b>Private informal meeting with newly elected PCC</b>	
June/July 2024, County Hall (to be confirmed)	<b>Private induction/refresh session for Panel members</b>	
11am, 29 July 2024, County Hall	<p><b>Election of Chair and Vice-Chair</b></p> <p><b>Balanced Appointment Objective</b></p> <p><b>Panel Arrangements and Rules of Procedure – Review</b></p> <p><b>Introduction from the newly elected Police and Crime Commissioner</b></p>	Commissioner, supported by members of the Commissioner’s staff and Chief Constable (subject to operational commitments)

	<p><b>Police, Crime and Community Safety Plan 2022-24 performance monitoring</b></p> <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>Norfolk Police and Crime Panel funding</b></p> <p><b>Forward Work Programme</b></p>	
11am, 14 October 2024, County Hall	<p><b>PCC's 2023-24 Annual Report</b></p> <p><b>Independent Custody Visitor Scheme Annual Report 2023-24</b></p> <p><b>Police and Crime Plan for Norfolk 2025-2027: consultation</b></p> <p><b>Budget Consultation 2025/26</b></p> <p><b>PCC Complaints Monitoring Report</b></p> <p><b>Complaints Policy Sub-Panel – update</b></p> <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>Forward Work Programme</b></p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
January 2025 (To be confirmed)	<b>Panel Member briefing – review of PCC's precept proposal</b>	
11am, 4 February 2025, County Hall	<p><b>Review the PCC's proposed precept for 2025-26 (the Panel must review and report by 8 February 2025)</b></p> <p><b>Police, Crime and Community Safety Plan 2022-24 performance monitoring</b></p> <p><b>Information bulletin – questions arising to the PCC</b></p> <p><b>National Police and Crime Panel Conference 2024</b></p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)

	<b>Forward Work Programme</b>	
February 2025, County Hall (To be confirmed)	<b>Reserve date – to review a revised precept for 2025-26, if vetoed (the Panel must review and report by 22 February 2025)</b>	Commissioner, supported by members of the Commissioner’s staff and Chief Constable (subject to operational commitments)

The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

**PCP - Complaints Policy Sub Panel**

Membership 2023-24: Mr Peter Hill (Chair), Cllr Brian Long, Air Commodore Kevin Pellatt, Cllr John Toye, Cllr Alexandra Ware

Date of last meeting: 7 September 2023

Next meeting: 4 March 2023

**PCP training and network events**

- 12<sup>th</sup> Annual Conference for P(F)CPs: Wednesday 8 and Thursday 9 November 2023 (Air Commodore Kevin Pellatt, Cllr Alexandra Ware and Cllr Kieran Murphy attended).
- Eastern Region PCP Network: March 2024, to be confirmed (Air Commodore Kevin Pellatt and Cllr Brian Long to attend)

**For information**

Norfolk County Community Safety Partnership Scrutiny Sub Panel meetings are due to take place on the following dates (details will be made available via NCC’s website):

- 29 February 2024
- 6 June 2024
- 26 September 2024

PCC Accountability Meetings are due to take place on the following dates and will include a public question and answer segment (details will be made available via OPCCN’s website):

- 30 January 2024
- 17 July 2024