

Norfolk Police and Crime Panel



Date: **10 September 2018**

Time: **10am**

Venue: **Edwards Room, County Hall, Norwich**

Panel Members are invited to a pre-meeting at 9:15 am in the Colman Room, County Hall, Norwich.

Persons attending the meeting are requested to turn off mobile phones.

Membership

| Main Member | Substitute Member | Representing |
|---------------------|---------------------------------|--------------------------------------|
| Mr Frank Sharpe | Mr Mark Robinson | Breckland District Council |
| Mr Fran Whymark | Mr Roger Foulger | Broadland District Council |
| Mr Mike Smith-Clare | Ms Jade Martin | Great Yarmouth Borough Council |
| Mr Colin Manning | Mr Brian Long | King's Lynn and West Norfolk Council |
| Mr William Richmond | Michael Chenery of Horsburgh | Norfolk County Council |
| Mr Martin Storey | Mr Phillip Duigan | Norfolk County Council |
| Mrs Sarah Bütikofer | Mr Tim Adams | Norfolk County Council |
| Mr Richard Shepherd | Mr Nigel Dixon | North Norfolk District Council |
| Mr Kevin Maguire | Mr Paul Kendrick | Norwich City Council |
| Dr Christopher Kemp | Mr Robert Savage | 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

A g e n d a

- 1. To receive apologies and details of any substitute members attending**
- 2. 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. It is recommended that you declare that interest but it is not a legal requirement.

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:

- your well being or financial position
- that of your family or close friends
- that of a club or society in which you have a management role
- that of another public body of which you are a member to a greater extent than others in your ward.

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

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

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

4. Minutes

To confirm the minutes of the meetings held on:

a) 19 June 2018.

(Page **5**)

b) 19 July 2018.

(Page **11**)

5. Public questions

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by **5pm on Friday 31 August 2018.**

- 6. Police and Crime Commissioner for Norfolk's 2017-18 Annual Report**

(Page **19**)

To review the PCC's draft Annual Report.

- 7. Police and Crime Commissioner oversight of the Criminal Justice System**

(Page **55**)

To consider:

a) How the PCC is delivering his duty to bring together community safety and criminal justice partners, to make sure local priorities are joined up; and

b) The local implications of the Government's 2017 manifesto commitment, to devolve criminal justice responsibility and budgets to local commissioners.

- 8. Information bulletin – questions arising to the PCC**

(Page **65**)

To hold the PCC to account for the full extent of his activities and decisions since taking office.

- 9. Work Programme**

(Page **75**)

To review the proposed work programme.

Date Agenda Published: Friday 31 August 2018

Under the Council's protocol on the use of media equipment at meetings held in public, this meeting may be filmed, recorded or photographed. Anyone who wishes to do so must inform the Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

All enquiries to:

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Norfolk Police and Crime Panel

Minutes of the Meeting held on 19 June 2018 at 10am in the Edwards Room, County Hall, Norwich

Main Panel Members Present:

| | |
|-------------------------------------|---|
| Mr W Richmond (Chairman) | Norfolk County Council |
| Mrs S Butikofer | Norfolk County Council |
| Mr M Storey | Norfolk County Council |
| Dr Christopher Kemp (Vice-Chairman) | South Norfolk Council |
| Mr Colin Manning | Borough Council of King's Lynn and West Norfolk |
| Mr Paul Kendrick | Norwich City Council |
| Mr Frank Sharpe | Breckland District Council |
| Mr Peter Hill | Co-opted Independent Member |
| Air Commodore Kevin Pellatt | Co-opted Independent Member |

Officers Present:

| | |
|----------------|---|
| Mr Greg Insull | Assistant Head of Democratic Services, Norfolk County Council (NCC) |
| Mrs Jo Martin | Democratic Support and Scrutiny Team Manager, NCC |

Others Present

| | |
|-------------------|--|
| Mr Martin Barsby | Director of Communications and Engagement, Office of Police and Crime Commissioner for Norfolk (OPCCN) |
| Mr Simon Bailey | Chief Constable, Norfolk Constabulary |
| Mr Lorne Green | Police and Crime Commissioner (PCC) for Norfolk |
| Ms Sharon Lister | Director of Performance and Scrutiny, OPCCN |
| Mr Mark Stokes | Chief Executive, Office of the Police and Crime Commissioner for Norfolk, OPCCN |
| Dr Gavin Thompson | Director of Policy and Commissioning, OPCCN |

1. To receive apologies and details of any substitute Members attending

- 1.1 Apologies had been received from Cllr Kevin Maguire (Cllr Paul Kendrick substituted), Cllr Francis Whymark and his substitute Cllr Roger Foulger, and Cllr Richard Shepherd and his substitute Cllr Nigel Dixon.

2. Election of Chairman

- 2.1 Cllr William Richmond was duly elected for the ensuing year.

2.2 Cllr W Richmond in the Chair.

3. Election of Vice-Chairman

3.1 Dr Christopher Kemp was duly elected for the ensuing year.

4. Members to Declare any Interests

4.1 There were no interests declared.

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

5.1 There were no items of urgent business.

6. Minutes

6.1 The minutes of the meeting held on 10 April 2018 were confirmed by the Panel as an accurate record and signed by the Chairman.

7. Public Questions

7.1 No public questions were received.

8. Balanced Appointment Objective

8.1 The Panel received the report outlining the Panel's balanced appointment objective and considered whether it was being met according to Schedule 6, paragraphs 31 and 32, of the Police Reform and Social Responsibility Act 2011 ("the Act").

8.2 The Panel **AGREED** that the balanced appointment objective was being met and endorsed the independent member appointments for 2018-19.

9. Panel Arrangements and Rules of Procedure - Review

9.1 The Panel received the report outlining the Police and Crime Panel's Arrangements and Rules of Procedure for members to review.

The Panel **AGREED**;

- To endorse the existing Panel Arrangements as at annex 1 of the report.
- To endorse the existing rules of procedure as at annex 2 of the report, including the scheme for public questions.
- To endorse the detailed guidance for handling complaints about the conduct of the PCC as at annex 3 of the report and appoint the following members to be involved in the process;
Air Commodore Kevin Pellatt
Dr Christopher Kemp

Cllr Sarah Butikofer
Cllr Mike Smith-Clare
Mr Peter Hill

- To appoint Air Commodore Kevin Pellatt, Dr Christopher Kemp, Cllr Sarah Butikofer, Cllr Mike Smith-Clare and Mr Peter Hill to the Complaints Policy Sub-Panel.

10. Police and Fire Collaboration – Local Business Case Update

- 10.1 The Panel considered the report from the PCC which gave them a progress update on the development of a Full Business Case which would explore the future governance of Norfolk's Fire and Rescue Service in more detail.
- 10.2 The Chief Executive of the OPCCN reported that the business case was on track and was highly likely to be completed by the end of June.
- 10.3 The Panel heard that depending on the decision that the PCC takes, there would then be a consultation which would include the public and NCC would be the primary stakeholder. The consultation period would fall over the summer period but there would be flexibility in the dates to take that into account. Members wanted reassurance that the public were listened to considering the importance of the decision.
- 10.4 It was explained by the Chief Executive that the parameters for the business case were either the economy, efficiency and effectiveness or public safety. If the three 'e's' were chosen, they were not to be at the detriment of public safety. There were a number of workstreams and workshops that had taken place with leads from Norfolk Constabulary and Norfolk Fire and Rescue Service (NFRS) which were exploring opportunities and options and analysis.
- 10.5 When asked if the Chief Fire Officer had raised any concerns over public safety, the Chief Executive explained that he met weekly with the Chief Fire Officer and no public safety concerns had been raised. The Panel heard that there had been a positive working relationship with Officers from NCC and NFRS.
- 10.6 The Panel **NOTED** the update and that the provisional date for an extraordinary meeting on 19 July 2018 would be considered once the PCC had decided whether to proceed to a public consultation.

11. Police and Crime Plan for Norfolk 2016-2020 – performance monitoring

- 11.1 The Panel received the report from the OPCCN which updated them with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020 (Priority 4: Prevent offending and Priority 5: Support victims and reduce vulnerability). The report also provided the Panel with the latest metrics for the two strategic priorities along with a case study on how Norfolk Constabulary utilises performance information in delivering against the Police and Crime Plan.
- 11.2.1 The Panel were informed that the OPCCN were not aware of the decision by Sue

Lambert Trust to close their waiting lists before extending their funding for the services. A piece of work was being undertaken with other partners such as CCG and NHS England to determine what services were needed. A referral pathway with more robust services was being developed and the need was continuously being addressed. Leeway and the Sue Lambert Trust were available for those with high risk needs, but a new project had been launched – Beacon Project – which was a single front-door multi-agency referral service for those at non-high risk.

- 11.2.2 From face value, the figures of the domestic abuse cases which had been solved appeared to be reducing, however the Chief Constable explained that there had been a change to the way the cases were recorded. Where cases had previously been recorded as an incident, they were now recorded as a crime. The total number of cases had plateaued, but his experience suggested that more abuse was being perpetrated.
- 11.3 The Panel challenged the PCC on the impact that the loss of PCSO's had on his priority to increase visible policing. The Chief Constable confirmed that the constabulary was almost up to establishment in terms of uniformed officers according to the 2020 plan. There were now more uniformed police officers in Norwich than there ever was with PCSO's. The Chief Constable reported that although the decision had been a hard one to take, he stood by that decision as the 2020 plan fitted the new challenges that the Police Force faced. The rural community had contact with beat managers 24/7 and know who to contact if needed. Engagement was taking place with rural communities over events such as Cromer Carnival and arrangements were being tested to ensure they worked. Resources were being put where they were most needed and as a result satisfaction rates were reported to be higher than other forces in the region. No consideration had been given to private policing.
- 11.4 The Panel heard that the Commissioner is ensuring offenders, when released from prison, were being helped with as much as possible to enable a smooth transition back into the community through the Gateway to Employment and Rehabilitation Board. However, it was impossible that the OPCCN and Norfolk Constabulary could solve every woe that existed in the County and that couldn't be held responsible for them all. Over the last 12 months, the Chief Constable explained that he had made the most robust answer to prevent drugs coming into the County as any of the forces in the Country.
- 11.5.1 The Panel explained that some members of the community were still concerned about the visibility of police and suggested that this could be achieved by increasing the number of specials. The Chief Constable confirmed that volunteers were involved in a wide range of activities for the Constabulary such as cadet force, chaplaincy and the highest number of speedwatch volunteers ever. There was a total of approximate 200 volunteers across the County with special constables giving on average 10 hours per month per special.
- 11.5.2 Police were less visible in North Norfolk but the Panel commented that the police in the self-help hubs had been very helpful.
- 11.6 The PCC explained that if more investment was made into technology, it would be based on evidence, cost benefits and an analysis of other technology to ensure that duplication was not being made.
- 11.7 The Director of Policy and Commissioning reported that there was a task and finish group which were analysing the reporting of modern slavery and it was hoped this would

become a multi-agency group. Training was also being developed with public health to understand the signs of modern slavery. Work was also being undertaken with Pandora to understand the profile of sex street workers

11.8 The Chief Constable said that to the best of his knowledge he was not aware of any prosecutions failing at Norwich Crown Court as a result of the police not disclosing full evidence to the defence.

11.9 The Panel **NOTED** the performance monitoring report.

12. PCC Complaints Monitoring Report

12.1 The Panel received the report from the PCC's Chief Executive and Norfolk County Council's Head of Democratic Services about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk (PCC).

12.2 The Panel heard that the number of Freedom of Information Requests received reported by the OPCCN was the average received per quarter. Although they took some time to research and reply, they were a statutory requirement for the office.

12.3 The Panel **NOTED** the monitoring information.

13. Information Bulletin – questions arising to the PCC

13.1 The Panel received the information bulletin which updated them on both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activities.

13.2 The PCC confirmed that there hadn't been any Norfolk and Suffolk Collaboration Panel meetings taken place as Suffolk PCC does not feel they would add value as they have their own governance structure in place to monitor performance. It was added that the working relationship between Norfolk PCC and Suffolk PCC was very strong.

13.3 The Panel asked if the recent successful speedwatch campaign was going to be repeated. As the Chief Constable had left the meeting at this point, the PCC agreed to let the Panel know in writing.

13.4 The Panel **NOTED** the update.

14. Norfolk Police and Crime Panel Funding

14.1 The Panel received the report which provided information on the 2017-18 Home Office Grant and the proposed 2018-19 Home Office Grant for consideration.

14.2 The Panel;

- **NOTED** the 2017-18 expenditure
- **NOTED** the 2018-19 grant allocation
- **ENDORSED** the 2018-19 expenditure, and attendance at forthcoming external events as discussed at the pre-meeting, which was as follows:

11 July, LGA PCP workshop: Dr Kemp, Cllr Butikofer, Mrs Martin

19 September Eastern Region PCP Network: Dr Kemp, Air Commodore Pellatt and

Mrs Martin

12 November National PCP Conference: Dr Kemp. Air Commodore Pellatt, Mr Hill and Mrs Martin.

- **AGREED** the process for approving Panel Member attendance at additional external training events and conferences.

15. National Association of Police, Fire and Crime Panels

- 15.1 The Panel received and **NOTED** the update on the establishment of a national representative for Police and Crime Panels.

16. Work Programme

- 16.1 The Panel received and **AGREED** the work programme which scheduled agenda items for the rest of the year, noting that the need for an extraordinary meeting on 19 July 2018 would be confirmed once the PCC had decided whether to consult on a full business case.

Meeting ended at 11.55am.

**Mr William Richmond, Chairman,
Norfolk Police and Crime Panel**



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Norfolk Police and Crime Panel

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Main Panel Members Present:

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| Mr W Richmond (Chairman) | Norfolk County Council |
| Mrs S Butikofer | Norfolk County Council |
| Mr M Storey | Norfolk County Council |
| Dr Christopher Kemp (Vice-Chairman) | South Norfolk Council |
| Mr Colin Manning | Borough Council of King's Lynn and West Norfolk |
| Mr Kevin Maguire | Norwich City Council |
| Mr Frank Sharpe | Breckland District Council |
| Mr Roger Foulger | Broadland District Council |
| Mr Richard Shepherd | North Norfolk District Council |
| Mr Mike Smith-Clare | Great Yarmouth Borough Council |
| Mr Peter Hill | Co-opted Independent Member |
| Air Commodore Kevin Pellatt | Co-opted Independent Member |

Officers Present:

| | |
|----------------|---|
| Mr Greg Insull | Assistant Head of Democratic Services, Norfolk County Council (NCC) |
| Mrs Jo Martin | Democratic Support and Scrutiny Team Manager, NCC |

Others Present

| | |
|--------------------|--|
| Mr Martin Barsby | Director of Communications and Engagement, Office of Police and Crime Commissioner for Norfolk (OPCCN) |
| Mr Lorne Green | Police and Crime Commissioner (PCC) for Norfolk |
| Mr John Hummersone | Chief Finance Officer |
| Ms Sharon Lister | Director of Performance and Scrutiny, OPCCN |
| Mr Mark Stokes | Chief Executive, Office of the Police and Crime Commissioner for Norfolk, OPCCN |
| Mr Guy Clifton | Grant Thornton |
| Mr Tom Foster | Grant Thornton |

1. To receive apologies and details of any substitute Members attending

- 1.1 Apologies had been received from Cllr Francis Whymark (substituted by Cllr Roger Foulger).

2. Members to Declare any Interests

2.1 There were no interests declared.

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

3.1 There were no items of urgent business.

4. Police and Fire Collaboration – Local Business Case Update

4.1 The Panel considered the Police and Crime Commissioner's (PCC) decision to launch a public consultation on his full business case.

4.2 The PCC introduced the draft full business case and explained his reasons for moving forwards to a full business case. His speech is attached at annex 1.

4.3 In response to Panel Members' questions to the PCC, the following points were noted:

4.4 Any savings made by a move to a joint governance would not be taken out of the Fire and Rescue Service budget. Norfolk Constabulary and Norfolk Fire and Rescue Service would remain separate, with separate budgets, and they would retain their own identities. The PCC did not foresee any change to the relationship that each service already had with the public.

4.5 There would be no blurring of roles with respect to Firefighters and Police Officers. Operationally, the Chief Constable and the Chief Fire Officer would set the roles of their staff, and while there may be increased collaboration there would not be any professional cross-over.

4.6 The business case contained strategies to create a more efficient, effective Fire Service. The PCC was of the view that there was no certainty that these could be delivered without changing the governance of the NRFS; the Collaboration Board had not met for approximately a year, and governance by a PCC could affect both further and faster improvements.

4.7 An Equality Impact Assessment would be carried out if the full business case was developed.

4.8 The PCC considered that he had a duty to look at every opportunity to serve the community better. The Fire and Rescue Service was the second most efficiently run in the Country in terms of cost per head, however there may be opportunities to improve performance. An HMICFRS inspection was due to take place later in the year, the first inspection for many years.

4.9 The PCC considered that the full business case addressed each of the options enabled by recent legislation, and was not a one-sided argument for a change of governance. The Chief Executive of the Office of the Police and Crime Commissioner for Norfolk (OPCCN) added that there were criteria set out in statute which had to be satisfied. The case had to demonstrate where each option met the criteria and score them accordingly. Operational workshops had taken place as well as legal and technical advice from Grant Thornton to ensure it was a robust business case.

- 4.10 Referring to the 'Summary of the Options Appraisal' table on page 67 of the agenda, the PCC was asked how the rating of "no threat" for maintaining public safety had been arrived at for the Governance model. Elsewhere in the document it suggested that Option 3 could adversely affect public safety should local consensus not be achieved. Mr Tom Foster (Grant Thornton) explained that all identified risks had been evaluated, and that information had been captured in the risk register at the end of the business case. A judgement was made about what would be an acceptable level of risk, and they were satisfied that the mitigating action would balance the consequences of a lack of consensus.
- 4.11 The functions of the Norfolk Fire and Rescue Authority would not continue under the Communities Committee if the business case was submitted and accepted by the Home Office. References throughout the draft business case would be corrected. The Police and Crime Panel would also change and become the Police, Fire and Crime Panel.
- 4.12 The Chief Finance Officer for OPCCN confirmed that he was content with the robustness of figures and assumptions contained in the full business case. He clarified that the case presented a series of proposals, which had been worked through with colleagues to the best of their ability. They were not pre-decisions but were robust based estimates based on assumed timelines. Further legal, technical and financial due diligence would be added to the final business case.
- 4.13 The Chartered Institute for Public Finance and Accountancy (CIPFA) had produced some guidance regarding disaggregation in the light of the difficulties with Hertfordshire PCC's business case. The Chief Finance Officer confirmed that disaggregation from a County Council-led Fire Service was difficult but the draft full business case was based on the recommendations in the CIPFA guidance. He also confirmed that the figures had been produced from a series of conversations with senior officers at NCC. The Chairman asked if the figures could be reviewed for the final version of the full business case as there could be different views on some figures such as the precept.
- 4.14 Although efficiency savings would be used to re-invest in emergency services, it was not possible to give savings from one service to the other as they could not be cross subsidised. Any re-investment from realised joint savings would be on a case by case basis.
- 4.15 The PCC felt it would be inappropriate to comment on early views provided by the public. Frequently asked questions from the public would be updated on the OPCCN website.
- 4.16 The Director of Communications and Engagement confirmed that the public consultation would be analysed with responses to the key points that had been raised throughout the consultation. It was important to consistently raise the profile of the consultation throughout the eight weeks. All information, dialogue and responses would be contained within the final business case as it needed to be presented to the PCC to enable him to make an informed decision about whether to proceed and to ensure it met all the statutory criteria.
- 4.17 The Director of Communications and Engagement of OPCCN confirmed that there was a suite of consultation documents, including a short video which explained the process and a summary of the full business case, to ensure it was accessible to the whole community.

- 4.18 Members were concerned about roles being vacant once a person retired or if that position would be deleted and that any job losses would have an impact on public safety. The PCC explained that operational decisions would be down to the Chief Constable and the Chief Fire Officer as they currently were.
- 4.19 Mr Foster from Grant Thornton explained that the other potential benefits in support services mentioned on page 76 of the full business case were examples of areas which could be explored in the future. The decision would lie with the Chief Constable and Chief Fire Officer with what was acceptable in consultation with Unions. He also confirmed that the business case assumed the same Integrated Risk Management Plan profile.
- 4.20 Officers from OPCCN reassured the Committee that all was being done to publicise the consultation over the summer holidays, it was important to sustain the levels of publicity throughout the period, and dates could be flexible if needed.
- 4.21 The Panel **RESOLVED**;
- To note the PCC's decision to launch a public consultation on his draft full business case, which was due to run until at least 5 September 2018.
 - To urge the public and stakeholders to respond to the consultation, to ensure that a fully informed decision is taken by the Police and Crime Commissioner in due course.
 - To ensure that the public were informed of any amendments made to the final full business case.
 - To ensure the medium term financial plan figures were confirmed with Norfolk County Council and accurate in the final full business case.

Meeting ended at 11.55am.

**Mr William Richmond, Chairman,
Norfolk Police and Crime Panel**



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PCC – Panel

19-7-18:

Chairman, Panel Members, being the Police and Crime Commissioner for Norfolk is a source of great pride to me and to have the chance to serve the people of Norfolk continues to be a huge honour.

As I am sure you are all aware, legislation enacted by Parliament in 2017, presented an opportunity for me as PCC to look at whether collaboration between police and fire could be made simpler, faster and better.

I commissioned independent experts to initially explore whether a change of governance could deliver genuine benefits for the Norfolk public and our emergency services.

Their verdict was yes.

I therefore agreed with the experts' assessment that it was worth carrying out a more detailed analysis in the form of a full business case.

That business case, developed with the involvement of officers at Norfolk Fire & Rescue Service, Norfolk County Council, Norfolk Constabulary and my office, has been completed.

I was not involved with its development, it was provided to me to objectively.

Having now reviewed all the evidence I strongly believe there is 'A Case for Change' of governance and the creation of a Police, Fire and Crime Commissioner (PFCC).

There are some great examples of joint working between Norfolk Constabulary and Norfolk Fire & Rescue Service already underway but, if we are honest, successes have too often been slow, patchy and complicated.

Could we cut duplication and bureaucracy, reinvigorate collaboration and move joint working further and faster for the greater effectiveness, efficiency and economy of our emergency services and, most importantly, the communities they serve?

The answer from independent experts is yes.

Under the proposal there would be a Police, Fire and Crime Commissioner, however, this would come with a pledge to give the Norfolk Fire & Rescue Service operational and financial independence while ensuring it retains its cultural identity.

This isn't about empire building this is about doing the best for this county – for me it's principle above politics.

It's about doing the right thing in my judgement by giving a voice to the community. That is why I have launched an 8-week consultation to seek the views of the people of Norfolk, stakeholders and key partners.

I've been convinced by the independent study it's the right thing to do to keep people safe in this county and to provide best use of tax payers' resources through economy, through efficiency and effectiveness.

Under a Police Fire and Crime Commissioner:

- * Joint working between fire & rescue and police will be simpler, faster and better.
- * Better joint working will mean more efficient services.
- * Improved efficiency can release £10 million over 10 years.
- * Financial benefits will be reinvested in frontline services to improve public safety in our communities.
- * The fire & rescue service will retain its cultural identity and gain operational and financial independence.
- * Independence will mean greater transparency and accountability over where your money is spent.

This is a better way of working for a safer Norfolk

There will be no station closures, no loss of staff, no compulsory redundancies.

Want to make one thing clear – on page 75 of panel papers – pg66 of business case – two fire stations West Walton and Hethersett – not shown, they should have been – there will not be a single closure of fire stations in the county of Norfolk, not one.

This is about ploughing efficiency savings back into a better service for this county.

The people of Norfolk would see better use of tax payers' money, they would see more modern equipment.

Look what I have done with the police with body worn cameras, with drones, with tablets with ANPR. I have worked night and day to provide them with the 21st century tools to address 21st century crime issues.

I have made significant investment in new technology to ensure Norfolk's police officers and staff have the equipment they need to do their jobs more efficiently and effectively, maximising officer time and freeing up frontline resources.

From body-worn video to drones and mobile working, the technology which supports policing in Norfolk has, so far, delivered some impressive results.

If given the opportunity I would like to do the for the fire service. From 1 April 2020 my office will set up £100,000 to develop community projects and address public safety.

People say that duplication of time, effort and resources makes no sense at all – and I agree.

Some say if it ain't broke, don't fix it, to which my reply is that holding on to something that is good for now, may be the reason you don't have something better.

As the PCC, I hold the police to account for joint working, whilst the fire and rescue service is overseen by a committee at Norfolk County Council.

I believe the governance of the fire service sits better alongside a fellow emergency service, rather than with a council committee which also oversees libraries, museums, archives and arts.

Let me be 100% clear – there will be no merger.

We are talking about two distinct services with distinct cultures, histories and traditions. That would not change.

I have enormous respect for the fire and rescue service as I do the police, they are separate traditions, separate values and professionalism, that will be protected.

But a change of governance would allow us to do even more to make our communities even safer.

The fire service will grow if it comes under my governance.

I'm not going to control, there will be a Chief Fire Officer who will make the operational decisions.

I will scrutinise and monitor him/her but through the precept their budget will be protected not subject to a risk of cuts.

I will be required by legislation to keep the police budget entirely separate from the fire and rescue budget there is no interrelationship between the two. By law I cannot do that, I would not want to do that I want to grow the fire and rescue service.

The reality is that the legislation allows for closer collaboration between the two services that's as far as it goes.

We will not lose staff in the control room, as has been suggested, jobs will be protected.

The business case is 116 pages of really thorough, well researched material, independently compiled, based on evidence.

The devil is in the detail and my legal, technical and financial advisers are here to give more of a detailed overview if required.

It is important that I now hear the views of the people of Norfolk and key partners before I make any final decisions. I await their views with interest.

Want to go to fire stations – apparently, I'm not allowed to fire stations to meet officers and staff unless I'm accompanied by county officials – I can't accept that. I'm required by law to have a direct consultation not coloured by a contrary business case with the staff most potentially affected. I want to do that badly I will meet the FBU in any public space in this county to hear from the affected employees to allow me to take into account their views/concerns.

To me the principle is greater than the politics.

I haven't decided to put this to the Home Office, this is a draft business case, I am inviting the widest expression of views which I will take very carefully into account not based on emotion but based on evidence, I have no personal agenda in this.

This is, in my opinion, a better way of working for a safer Norfolk. But now I want to hear what the Norfolk public, key stakeholders and partner agencies think.

Despite launching only a week ago I have already held a number of public engagements in areas including Wymondham, Norwich, North Walsham, Hunstanton and King's Lynn to seek as many views as possible from the Norfolk public.

The public consultation will run until 5 September 2018 – information on how to have your say can be found on the Norfolk PCC website (www.norfolk-pcc.gov.uk)

I will consider the feedback before deciding whether to submit a case for change to the Home Secretary in the Autumn.

Chairman, Panel Members, I would of course welcome your views and encourage you to take part in the survey.

Police and Crime Commissioner for Norfolk's Draft Annual Report 2017-18

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

The Panel is recommended to review the Police and Crime Commissioner (PCC) for Norfolk's draft Annual Report 2017-18 and agree what report or recommendations it wishes to make to the PCC.

1. Background

- 1.1 Part 1, paragraph 12 of the Police Reform and Social Responsibility Act 2011 ("the Act") states that "each elected local policing body must produce a report (an "annual report") on (a) the exercise of the body's functions in each financial year, and (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan."
- 1.2 Part 1, paragraph 28 also states that the relevant Police and Crime Panel must review the annual report and make a report or recommendations on the annual report to the PCC.

2. Purpose of today's meeting

- 2.1 This is the third Annual Report that has been presented to the Panel during the current PCC's term of office. It provides an opportunity for Members to hold the PCC to account for the progress he has made with delivering his Police and Crime Plan for Norfolk 2016-2020 ("the Plan").
- 2.2 The Panel noted the development of the Plan when it met in April 2017. A detailed list of actions had been added, showing how the strategic objectives for each priority area would be met, alongside specific performance measures. In addition, the Plan confirmed the PCC's commissioning intentions for 2016-2020, which focussed on his investing in preventative strategies and interventions.
- 2.3 The Panel has considered detailed performance reports from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) throughout the year, covering two priorities at a time, which have set out the progress being made towards meeting each strategic objective, as well as updates on related commissioned services.


3. Suggested approach

- 3.1 The attached draft Annual Report (**Annex 1**) presents the PCC's view of his achievements during 2017-18, the challenges that have arisen during 2017-18, and known future challenges. The report provides the latest available performance metrics for all his priorities, in addition to an overview of some of the work that has been carried out in those areas during 2017-18.
- 3.2 After the PCC has introduced his Annual Report, the Panel may wish to ask questions on the following areas:
- a) Progress being made towards delivering the PCC's strategic objectives, and how he is addressing the areas of concern highlighted by performance metrics (the increase in number of KSI collisions involving vulnerable road users; the rise in recorded crime; falling solved rates).
 - b) How provision of accurate police performance data continues to be challenged by the PCC.
 - c) The extent and effectiveness of collaborated activity, including: how the PCC is bringing together partners to prevent crime and deal with its causes; the PCC's contribution to steering a local focus on adequately resourced early intervention, and in doing so helping the police to get ahead of demand.
 - d) How implementation of the new Norfolk 2020 policing model is progressing and any implications for delivering the Plan.
 - e) How the PCC is supporting the police through exploiting advances in technology.
 - f) Progress with delivering identified savings.
 - g) How the forecast 2021/22 budget gap of £9m will be bridged.
 - h) The monitoring and management of efficiency savings and service growth pressures.
 - i) Progress being made towards delivering the PCC's commissioning intentions, and the impact that commissioned services are having on community safety across the county and victims of crime.
 - j) How the PCC is working with criminal justice agencies to ensure that the system is working effectively as possible for victims, witnesses and offenders. (This is covered in more detail at Item 7 on this agenda.)
 - k) How the PCC ensures that issues reported by Independent Custody Visitors are addressed.

- l) How the PCC is encouraging local communities to have their say on key issues, including the development of the Norfolk PCC Youth Commission.
- m) Ongoing and future challenges for the PCC (emergency services collaboration, the Assaults on Emergency Workers (Offences) Bill, police integrity reforms, the possibility of an enhanced role for PCCs in the criminal justice system).
- n) New areas of risk, captured in strategic risk registers.

4. Action

- 4.1 The Panel is recommended to review the Police and Crime Commissioner for Norfolk's draft Annual Report 2017-18 and agree what report or recommendations it wishes to make to the PCC.

| | |
|--|--|
|  | <p>If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 18001 0344 800 8020 (Textphone) and we will do our best to help.</p> |
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ANNUAL REPORT 2017/18

This is my third annual report as your Police and Crime Commissioner (PCC), covering the 12 months to 31 March 2018 and providing an overview of progress against Norfolk's Police and Crime Plan.

This last year has been a big one for policing in Norfolk. With the Chief Constable's Norfolk 2020 programme delivering restructure on a scale not seen in the county for a decade, there have been some significant changes to the way policing services are delivered.

With that in mind, it's unsurprising that scrutiny of the proposals and their impact on policing performance and the service our communities receive have been a major focus for me in the last 12 months.

And the Norfolk public has played, and continues to play, an important part in that too - not least through sharing their views, questions and concerns about crime and policing at my public Q&A sessions with the Chief Constable.

Beyond police scrutiny, I've continued to work closely with our police to tackle the issues Norfolk's communities tell me matter most to them.

We've reinvigorated the police response to rural crime, worked with partners to protect our heritage buildings from lead thieves, and initiatives like my #Impact road safety campaign and StreetDoctors knife crime project are helping educate young people on staying safe.

I've also been pleased to support our police in working smarter, introducing new technology like drones and bodyworn cameras for our frontline officers.

And that's not to mention setting the budget within which all our policing services are delivered – never an easy task.

But my work doesn't stop at policing. I'm also focussed on the vulnerable in our county, and on victims of crime and providing the local support they need to cope and recover.

In this last year, work has been underway to re-vamp Norfolk's victim care service open to all victims of crime in the county. In addition, existing and new partnerships between my office and local organisations are providing first-class specialist support to victims of domestic and sexual abuse, among other crimes.

And I've been working to stop people becoming victims in the first place by focusing on those committing crime.

Through schemes like Community Chaplains, WONDER and Gateway to Employment, offenders are being helped to identify and address the causes of their behaviour, tackling reoffending and reducing the harm caused to victims.

As ever, I have had the great pleasure and privilege over the last year to meet with, listen to and work alongside communities, businesses and organisations from across the county. While the conversations have, predominantly, focused on crime, policing and the wider criminal justice system, more recently the future of fire and rescue service governance in our county has also featured.

As new legislation has paved the way for PCCs to take on responsibility for fire service governance, alongside that of policing, an initial appraisal of the options and a Norfolk draft business case have been under development this year. These will be subject to further consideration, consultation and decision going forward.

I hope you find my annual report an informative read. If you have any questions or views to share on any aspect of my work as PCC, do please get in touch. For more information, visit the website – www.norfolk-pcc.gov.uk - or get in contact with my office.

Lorne Green, Police and Crime Commissioner for Norfolk

TRANSPARENCY

It is important to me as Norfolk's PCC that communities feel connected with their policing service, have the opportunity to get involved and feel engaged. It is also important that communities have confidence, not just in their police but also in me as their PCC and in my office. As well as being visible, accessible and accountable to Norfolk's communities, I also want to be open, honest and transparent about my work and that of the PCC staff team which supports that work.

In January 2018, for the third year running, the Office of the Police and Crime Commissioner (OPCCN) has received a prestigious national award for openness and transparency. Based in Wymondham, the OPCCN supports and promotes the work of the PCC for Norfolk and was one of 25 Police and Crime Commissioners' (PCC) offices to receive the 2017/18 Quality Mark for Transparency from CoPaCC – a national organisation which monitors police governance.

PROGRESS AGAINST POLICE AND CRIME PLAN OBJECTIVES

Upon my election in May 2016 I undertook a public consultation to identify what are the key priorities that matter for policing in Norfolk. As a result the follow seven priorities were adopted under my Police and Crime Plan for 2016-2020.

1. INCREASE VISIBLE POLICING
2. SUPPORT RURAL COMMUNITIES
3. IMPROVE ROAD SAFETY
4. PREVENT OFFENDING
5. SUPPORT VICTIMS AND REDUCE VULNERABILITY
6. DELIVER A MODERN AND INNOVATIVE SERVICE
7. GOOD STEWARDSHIP OF TAXPAYERS' MONEY

The information which follows provides an overview of some of the work carried out in these priority areas during 2017/18. Full details of all of the objectives can be found in the [Police and Crime Plan](#). My commitment to promoting equality and fighting discrimination can be found at Appendix A of this annual report.

INCREASE VISIBLE POLICING

Following the police budget proposals for the 2018/19 Norfolk policing budget in February 2018 I have undertook to:

- Invest in 23 additional personnel to increase the number of police officers and specialist staff dedicated to local policing
- Reinforce police involvement in schools, with school engagement being a focus in the deployment of those additional local policing personnel
- Deliver a robust communications programme to ensure all Norfolk residents – and particularly the vulnerable and elderly – know when and how to contact the police
- Commitment to holding local policing surgeries at set, regular times on dates and in locations widely advertised to maximise accessibility

- Review of the 101 non-emergency telephone system to ensure it is fit for purpose

As part of my increasing visible policing priority I undertook to bring the community, including importantly young people, and the police together to develop more positive relationships. One of the ways of achieving this was for me to create and manage a youth commission to give young people a greater say on police and crime issues.

It was in May 2017 when we saw the first meeting my Youth Commission whereby 26 young people, aged between 14 and 25 from across the county, came together, supported by [Leaders Unlocked](#), to discuss and agree priority issues for the coming year.

I said I would be starting with a blank sheet of paper and would be led by them on the issues which matter most to Norfolk's young people. To find out more about the work of my Youth Commission see Appendix C of this report.

Performance Metrics

The Constabulary has managed to maintain police officer numbers despite a continuation of the budget reductions. In the last two years alone, a further £2.8m of budget savings has been realised from Local Policing and yet with the rollout of Norfolk 2020 and the creation of the new operating model, 97 additional police officer posts were created. This data shows that the uplift of funded officer posts has nearly been successfully recruited, with 1,493 recruited against the 1,517 funded posts.

Recruitment continues at a pace to maximise the numbers and to ensure that the establishment remains recruited taking into account officer retirees in the coming years. Police staff numbers have increased with the proportion of roles within operational support increasing (e.g. Safeguarding of Children Online Team).

With the decision to remove the Police Community Support Officer (PCSO) role at the end of March 2018, PCSO numbers naturally reduced in the months prior to this date with internal Human Resources processes taking place to prepare for the new policing model.

The Special Constabulary numbers have seen reductions owing to recruitment to become police officers. This has prevented the intended uplift, but work continues to engage and recruit further specials. Volunteer numbers have seen an increase in the variety of roles to attract more people to apply their diverse skills, from operational support to administration support. The Force continues to be very grateful to those who are willing to give their time in support of our mission and for our communities.

Of the police officer numbers, the vast majority are available for frontline duties and this has been demonstrated and utilised in the summer of 2018 to enable the number of pre-planned and spontaneous deployments to events, as well as regular demand.

It is pleasing to see that the public's confidence in the police remains at a high level and indeed has increased in the last 12 month period even given the substantial re-structure and the decision to remove the PCSO role.

Whilst the Constabulary will continue to work hard to increase the percentage of people who agree that the police deal with community priorities, the slight reduction from the long term average is not unexpected given the restructure of neighbourhood policing. The new 2020 model re-introduces dedicated neighbourhood policing team sergeants and increases the Beat Manager (neighbourhood policing constable) numbers. However, these are in the process of being recruited following the removal of the PCSOs, so the decrease shown is not entirely unexpected. Nevertheless, neighbourhood policing remains the bedrock of the Norfolk Policing Model.

| Area | Indicator | March 2018 | Long Term Averages (Apr'14-Mar'17) | Difference |
|---------------------------|---|---------------------------------------|---|-------------------|
| Increase Visible Policing | Actual Strength: Police Officers | 1,493 | 1,524 | -31 |
| | Actual Strength: Police Staff | 1,070 | 1,005 | +65 |
| | Actual Strength: PCSOs | 77 | 185 | -108 |
| | Actual Strength: Special Constabulary | 188 | 251 | -63 |
| | Actual Strength: Police Volunteers | 124 | * | |
| | Funded Strength: Police Officers | 1,517 | 1,517 | 0 |
| | Funded Strength: Police Staff | 1,092 | 1,066 | +26 |
| | Funded Strength: PCSOs | 147 | 217 | -70 |
| | % of Police Officer Funded Strength available for front line duties | 93% | 94% | -1.0% |
| | Indicator | Last 12 months (Apr'17-Mar'18) | Long Term Averages (Apr'14-Mar'17) | Difference |
| | % of people who agree that they have confidence in police (CSEW) | 82.9% | 81.2% | 1.7% |
| | % of people who agree that police deal with community priorities (CSEW) | 62.3% | 66.9% | -4.6% |

*% Data is only available from June 2016 so a long-term average can't be calculated.

SUPPORT RURAL COMMUNITIES

Since the launch of my [Rural Policing Strategy](#) I have held a number of 'barnstorming' events across the county which gives members of the public a chance to question me along with a panel of experts about all aspects of rural crime.

These events give people who live and work in the rural community the opportunity to find out more about what our police are doing to address their concerns about police visibility, to tackle feelings of isolation, help them feel more engaged with their police service, and encourage the reporting of rural crime.

Alongside these barnstorming events are the Community Rural Advisory Group (CRAG) meetings which are held quarterly and attended by a working group of key partners, including Norfolk police, with the shared goal of driving down crime in rural areas. The CRAGs link in with the work of the Eastern Region Rural Crime Working Group to share information and track crime trends moving from district to district, and county to county.

In June 2017 I provided funding to support an initiative to prevent illegal fishing in the west of the county. Operation Traverse, working in partnership with the Environment Agency, was launched to coincide with the first day of the fishing season and aims to prevent fishery and water course crime such as the theft of fish and illegal fishing. Rural crime comes in many guises including illegal fishing and fish theft which not only affect livelihoods but can also have a serious impact on the natural environment.

The rural geography of Norfolk presents the police a set of challenges which require a partnership approach to preventing and detecting crime and making our communities feel safer. There are some crime types which are more prevalent in rural areas and bring unique challenges for policing – farm and agricultural crime, for example, or hunting and game sports – but for many rural residents their concerns are not that different from those of residents anywhere else in the county.

There has been considerable investment in technology such as Automatic Number Plate Recognition (ANPR) cameras, the Constabulary have created a dedicated Rural Crime Task Force and they continue to build stronger community relationships. The Barnstorming events are an opportunity to provide a voice to rural communities which in turn helps to shape the policing response.

Since the launch of Norfolk's Rural Policing Strategy, the police response to rural crime fighting in Norfolk – known as Operational Randall – has continued to be reinvigorated. For more information on Operation Randall Rural Crime Task Force and to receive their newsletter you can email the Constabulary on OperationRandall@norfolk.pnn.police.uk

Performance Metrics

The Operation Randall newsletter figures start in March 2016 and have increased from 1,583 subscribers to 2,113 subscribers in March 2018. However, it should be noted that procedures are currently underway to ask current subscribers to 'opt in' to ensure compliance with the General Data Protection Regulation (GDPR). It is likely that this will reduce the number of subscribers but it will ensure that we are GDPR compliant and that we have an active and up to date list of interested parties.

Special Constabulary officers have always worked in rural areas however the actual number of hours they spend on rural policing did not start being recorded until December 2016, so a long-term average is not currently available. The number of hours spent varies from 100 – 400 hours a month.

The number of rural emergencies responded to within target time has fallen when compared to the long-term average. A part of this may be down to the increase in 999 calls. The number of emergency response calls has increased by 2.5% for the county in the last 12 months and this increase was more pronounced in some districts with rural areas (King's Lynn saw a 3.6% increase and Breckland a 3.3% increase in emergency deployments, respectively).

A number of different analytical products are created to support officers in policing rural communities. A presentation is also provided to the County Land Owners Association and National Farmers Union which includes information on hare coursing, agricultural machinery theft, wildlife theft and other crime types.

| Area | Indicator | Last 12 months (Apr'17-Mar'18) | Long Term Averages (Apr'14-Mar'17) | Difference |
|---------------------------|---|-----------------------------------|---------------------------------------|------------|
| Support rural communities | Number of subscribers to Operation Randall Newsletter | 2,113 | N/A | |
| | Number of hours spent on rural policing by Special Constabulary | 2,279 | N/A | |
| | % of rural emergencies responded to within target time | 88.6% | 91.2% | -2.9% |

IMPROVE ROAD SAFETY

Continuing with my commitment to deploy 21st century technology to policing in Norfolk, in June 2017 we saw the trail of virtual reality (VR) goggles in a bid to educate young people about road safety. The headsets are aimed at young drivers and were piloted at the Royal Norfolk Show as part of my #Impact initiative. More than a dozen of the Samsung Gear VR goggles were introduced in partnership with the Norfolk Fire and Rescue Service (NFRS).

These goggles take the user through a 360 degree simulated car crash experience highlighting the results of being distracted at the wheel when using a mobile phone which is one of the Fatal Four.

The #Impact initiative is aimed at educating young drivers about road safety and has reached over two thousand students at schools and colleges across the county. I launched the #Impact campaign back in 2016 to highlight what can happen when things go wrong behind the wheel and addresses the dangers of the Fatal Four, whether it is drink and drug driving, not wearing a seatbelt, using a mobile phone or

excess speeding. During my election campaign I pledged to tackle road safety, this pledge is now built into my Police and Crime Plan.

The initiative is supported by Norfolk Constabulary, Norfolk Fire and Rescue Service (NFRS) and the East of England Ambulance Service (EEAST) and involves a demonstration of emergency services responding to a road traffic collision. The main aims from this initiative are:

- to provide an opportunity for students to be responsible drivers through education and engagement
- provide for a media focus to draw attention to road safety campaigns
- provide an opportunity for Police Officers, Fire Fighters and Paramedics to engage with young drivers regarding road safety.

Performance Metrics

The number of Killed and Serious Injury (KSI) collisions has increased slightly in the last 12 months compared to the long-term average. CRASH (Collision Recording and Sharing) is a system that came into use in 2016 that provides a new way of recording the type of injuries suffered by the casualty. It is possible that the number of KSIs could increase as recording of casualties becomes more accurate.

There are multiple factors that lead to road casualties including behaviour of drivers, riders and pedestrians, distance people travel and external effects such as the weather.

The annual report on road casualties in Great Britain 2016 from the Office of National Statistics indicates that the car and taxi traffic in 2016 increased nationally by 4.8% compared to the 2010-2014 average. For the quarter Jul-Sept 2017, traffic increased by 7% against the 2010-2014 average.

Data and analysis recorded by Norfolk Constabulary is used to highlight accident cluster sites and aid multi-agency working through education, enforcement and engineering strategies.

Vulnerable road users include pedestrians, cyclists and power two wheelers (motorbikes and mopeds). The percentage decrease for this category compared to the long-term average indicates that there are other factors apart from vulnerable road users that are influencing collisions.

| Area | Indicator | Last 12 months (Apr'17-Mar'18) | Long Term Averages (Apr'14-Mar'17) | Difference |
|---------------------|--|-----------------------------------|---------------------------------------|------------|
| Improve Road Safety | Number of KSI collisions | 363 | 361 | 0.7% |
| | Number of KSI collisions involving vulnerable road users | 190 | 205 | -7.2% |

PREVENT OFFENDING

Rehabilitation Board and Strategy

The OPCCN leads the countywide Rehabilitation of Offenders Board and is responsible for the development and implementation of the four year rehabilitation strategy. To date the strategy has achieved:

- The development of a court mentor role, in partnership with Her Majesty's Prison (HMP) Norwich and Her Majesty's Courts and Tribunals Service (HMCTS).
- Review of the Integrated Offender Management (IOM) model, strategy and performance framework, which seeks to capture information/data on client progression through the scheme. The local model is becoming an example of best practice.
- Development of a whole system approach for women offenders, which benefits not only agencies in the criminal justice system but all public services working with this cohort of offenders with complex dependency.
- Worked with CREST analytics to understand Sentencer's attitudes to community sentences and perceptions on why community sentences have fallen so dramatically over the past decade.
- Supporting the developments of the Youth Offending team (YOT) delivery arrangements in Norfolk.

The Rehabilitation Board is currently reviewing the strategy to reflect achievements to date, changes in the policy and operational landscape and to take advantage of new and emerging opportunities.

Gateway to Employment

On 1st December 2015 "Gateway 2 Employment" was launched, in partnership with the Department for Work and Pensions (DWP). This two year campaign aimed to break down barriers to employment for people with convictions.

The ambitious target set was to get 100 organisations to pledge to offer a new opportunity to someone with a criminal conviction, leading to meaningful long term employment.

This target has been exceeded. During 2017 over 214 opportunities were offered including interview experiences, bursaries/grants, training, work experience and 59 job offers.

The next steps will be to develop a women's retail triage scheme in partnership with Norfolk police, St Giles Trust (the WONDER service provider) and local retailers that aims to provide an early intervention to divert women from the criminal justice system (CJS), address their needs and prevent further offences.

Rescue Rehab

Rescue Rehab is the outcome of a partnership between the OPCCN, Norwich Prison and Norwich Best for Pets. Beginning as a 12 week pilot project in December 2016, the aim of the scheme is to...

- train prisoners in animal care/welfare skills that will contribute to their rehabilitation on release from prison and potentially address incidents of reoffending
- promote prisoner welfare and become an integral part of addressing mental health issues
- help participants develop 'team skills' and participate in group support and problem solving
- integrate the Rescue-Rehab initiative into "acknowledged prisoner activity" sessions and further address incidents of reoffending by study options leading to professionally recognised qualifications and employment opportunities upon release
- socialise the dogs, initiating their training and their interaction with other dogs and people; increasing their potential to be re-homed.

There was immediate acknowledgement from across the whole range of prison staff (Officers, Mental Health Teams, Chaplaincy etc.) of the positive impact upon the attitude, well-being and mental health issues of the prisoners involved in the pilot. The prisoners involved gave testimony that graphically illustrated this positive impact. The training and socialising of the rescued dogs made an enormous contribution towards them being rehomed.

In recognition of the wide-ranging achievements of the Rescue-Rehab programme, the PCC has agreed to fund an extension of this project, which will be the subject of independent evaluation.

Community Chaplaincy

Community Chaplaincy Norfolk (CCN) works alongside offenders, ex-offenders and their families, offering mentoring and holistic support within prison, through the prison gate and out in the community.

The scheme commenced in February 2017 and is open to offenders of any faith or of none.

CCN offers a task orientated mentoring scheme that identifies attitudes and behaviours that previously led to criminality. Support (through a volunteer scheme) is given to enable change to take place so that involvement in positive activities is undertaken rather than continuation of addictive and antisocial behaviours.

These activities involve regular meetings with mentors, identifying and encouraging personal interests of offenders and encouraging them towards education, training / employment.

To date the project has recruited and trained 19 volunteer mentors who are supporting 25 active cases.

Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (Wonder) scheme.

The WONDER scheme is a whole system approach to rehabilitating female offenders and supporting women at risk of offending. This county wide diversionary approach offers a targeted intervention for women at risk of entering the Criminal Justice System (CJS), utilising a number of diversionary points.

During WONDER's 12-month period of pilot operation (28 February 2017 – 28 February 2018), 131 women were referred to the scheme and offered support. Results demonstrate:

- women who were supported had extensive needs and these needs were successfully addressed.
- resources were targeted at those that need the most support and the criminogenic risk was reduced where needed.
- the re-arrest rate was lower for the women who either engaged with or received a service referral, compared with all referrals.

The women described the differences the WONDER scheme made for them. These included finding new accommodation, reducing dependence on alcohol, reconnecting to children and increases in wellbeing and confidence. The case study below describes the difference the WONDER project made for one woman:

Case study:

W attended court alone for an offence of alleged assault and was then referred to the project. Her practical needs were finance – the project helped her access benefits – and accommodation – the project supported her to negotiate that her husband is not added to her tenancy.

In addition, W required emotional support to overcome the mental health impact of past and current domestic abuse. She had begun to abuse alcohol as a coping strategy and consequently children services only allowed supervised contact with her children. The WONDER project referred her to the Norfolk Rehabilitation Partnership and a regular stress control course.

The WONDER project team also supports her to work with the MASH and Children's Services to address the domestic abuse and child access issues.

(Source: WONDER Project provider)

Following a successful application for funding from the MOJ, the OPCCN has now rolled out the WONDER scheme across all Police Investigation Centres in the county and other points of referral including Early Helps Hubs and partner agencies.

The extension of funding for Wonder means the programme will now run until January 2021.

Performance Metrics

The long term average for the number of crimes is a three year average (2014-2017). This is used to smooth out seasonal variance and to avoid exceptional years in crime recording. However, the way we obtain data with respect to certain crime types (such as child sexual abuse, hate crimes, online crimes and rural crimes) makes comparisons with historical data difficult. Since October 2015, Norfolk and Suffolk have used a new system to record crimes called Athena. This new system allows officers and staff to add keywords (such as CSA, rural) to crimes to help categorise them for performance reporting. Thus, long term averages for certain

categories will not be available until October 2018. Historical data is also not available for certain categories of crime as the National Crime Recording Standards have changed over the past 4 years. Offences such as burglary fall into this category.

Whilst there is no historical data for crimes of Child Sexual Abuse, it is clear that with increased reporting, more peer-on-peer offending and greater historical reporting that there is an upward trend. This is replicated in other areas such as serious sexual offences, on-line offences and crimes of domestic abuse. This changing face of crime has been well documented within the Norfolk 2020 work and the Constabulary has allocated greater resources to these expanding areas. The development of the new investigation hubs in the east and west of the county will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.

Personal property crimes include the following crime types (figures for last 12 month period):

- Burglary residential dwelling (1,708 crimes)
- Burglary residential non-dwelling (sheds/garages etc.) (1,038)
- Theft from the person (556 crimes)
- Theft from motor vehicle (754 crimes)
- Theft of motor vehicle (1,690 crimes)
- Criminal Damage (7,069 crimes)

Whilst we are unable to provide long-term averages for burglary residential data, we can provide it for the other categories. Of note is that theft of motor vehicle has increased up by 11.9% in the last 12 months compared to the long term average. This is believed to be triggered by youths stealing motorbikes and scooters in Norwich and Great Yarmouth and a crime series by an organised group of criminals stealing high powered cars from across the region.

The number of recorded domestic abuse crimes has gone up by 26.0% in the last 12 months against the long term average. A key reason for this increase is a recent business decision that domestics are initially recorded as a crime and only converted to an incident once a crime has been negated. When the crime and incident numbers are combined, the demand is quite stable, seasonal variations aside.

Serious Sexual Offences include crimes of rape and other serious sexual offences, such as sexual assault. All police forces have recorded a rise in sexual offences, with the number of rape reports up nationally by 31% and other sexual offences up by 22% (source: Office for National Statistics – Crime Survey for England and Wales). Norfolk has experienced a percentage change slightly higher than the national average but this may be reflecting better recording practices and greater willingness to report offences. These figures include offences involving child-on-child offending, reporting of non-recent events and third party reports. According to the Crime Survey of England and Wales, the number of police recorded crimes has not caught up with the survey results and it is likely that the increase seen will

continue to rise. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime.

Robbery has increased by 30.4% from the long term average. This rise has come from a low starting point and analysis has indicated that a significant number of recent offences took place between victims and offenders already known to the police. This indicates increased reporting from some sections of the community who have previously not engaged.

Better recording standards are believed to have influenced the 21% increase in offences of violence with injury compared to the long term average. The majority of offences in this crime category are low level assaults (the most common is Actual Bodily Harm) and this trend has been seen nationally. This crime type will also include offences between children (previously sporadically recorded or dealt with by schools) and nursing and care homes where the victim and/or the offender lacks mental capacity. Recent analysis has compared the increase in police recorded crime to Accident & Emergency attendance at the three Norfolk hospitals for the reason of assault. A&E attendance has not increased over the same time period and so it is hypothesised that while recorded crime is increasing, it is for lower harm offences.

Rural crimes figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crimes through its safer neighbourhood teams, and through targeted resources such as Op Randall and Op Moonshot.

First time young offenders (FTE) into the Criminal Justice System is a measure that is expressed per 10,000 population of Norfolk's 10-17 year olds and has reduced from a level of 62.6 (in the period April 2013 to March 2014) to 32.3 (October 2016 to September 2017). The average for the period April 2013 to March 2017 shown in the table is 48.2 relating to the most recent figure of 32.3 (October 16 to September 2017) which is a significant reduction of 34.6%.

The introduction of the 'C4C' Challenge for Change triage system in June 2016 by the Youth Offending Team (YOT) working with the Constabulary, targeted the diversion of first time entrants and was a key point in securing a reduction in FTE's. C4C triage means that when a young person is arrested by the police their case is reviewed and if assessed by YOT as suitable for an intervention to prevent them entering the criminal justice system they are engaged on the C4C scheme. This is a prevention strand from the YOT which delivers short interventions to divert young people from cautions or court appearances. The intention is to prevent a young person from becoming a first time offender and potentially reoffending

It should be noted that data from Norfolk's Most Similar Forces are not available for comparison until they have been published by the Office for National Statistics. This normally takes over six months and therefore publishing comparable up to date figures is difficult.

| Area | Indicator | Last 12 months (Apr'17-Mar'18) | Long Term Averages (Apr'14-Mar'17) | Difference |
|---|--|-----------------------------------|---------------------------------------|------------|
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA) | 1,525 | N/A | |
| | Number of Personal Property Crimes | 12,815 | N/A | |
| | Number of Hate Crimes | 1,235 | | |
| | Serious Sexual Offence Crimes (SSO) | 1,977 | 1,461 | 26.2% |
| | Number of Domestic Abuse Crimes (DA) | 7,564 | 6,004 | 26.0% |
| | Number of Online Crimes | 1,263 | N/A | |
| | Number of Robbery Crimes | 429 | 329 | 30.4% |
| | Number of Violence with Injury Crimes | 6,663 | 5,507 | 21.0% |
| | Number of Rural Crimes | 398 | N/A | |
| | Number of first-time entrants to the criminal justice system per 1,000 | 32 | 48 | -34.6% |

SUPPORT VICTIMS AND VULNERABILITY

In January 2018 I increased funding for support services for sexual abuse survivors in the county by doubling the funding given to the Sue Lambert Trust in response to demand for its services increasing significantly in the last five years.

The [Sue Lambert Trust](#), which operates from Norwich and Great Yarmouth, with satellite services in King's Lynn and Thetford, provides counselling, practical and emotional support to men, women and young people aged 11 and over who are survivors of childhood sexual abuse, rape and sexual assault.

On top of an annual grant of £75,000 for 2016/17, I provided the Sue Lambert Trust with an additional £23,000 so more volunteer counsellors can be recruited and trained and its operating hours extended in a bid to reduce the size of the waiting list for support. In 2017/18, I have provided an extra £80,000 on top of the annual grant to further increase the number of trained volunteers, extend the number of client sessions available each week and ensure there is a particular focus on responding to the needs of the Sue Lambert Trust's most vulnerable clients.

During 2017/18, the Offices of the Police and Crime Commissioners for Norfolk and Suffolk, in partnership with Victim Support, conducted a review of the operating model for the victim assessment and referral services across both Norfolk and Suffolk and designed a new cross county operating model, which was implemented as Norfolk and Suffolk Victim Care on the 1 April 2018.

The major weaknesses of the previous operating model were:

- too much resource being targeted towards contacting victims and establishing whether support is required
- no referral management and long term case and outcome management
- too little formal integration with other safeguarding and victim support services and the opportunity to achieve this was limited by having a regional Victim Assessment And Referral Centre (VARC)
- Duplicative contact with victims and multiple assessment processes that required victims to retell their experiences time and time again.

The benefits of the new service are:

- (a pan Norfolk/Suffolk service provides) business efficiencies and improved service resilience
- a single point of contact for victim care to build trust between the client and the service
- improved assessment processes and case management, including victim advocacy and support throughout the victim's journey, with ongoing needs assessment and case management until final step down from the service
- improved support, through specialist case managers, for victims engaged in the criminal justice system (not replicating the witness care service – but working with it)
- co-location of two specialist case managers to assess and support standard risk victims of domestic abuse from the Multi-Agency Safeguarding Hub (MASH)
- improved digital channels and web based resources for victims to find advice and support
- wider use of volunteers to raise funds for local services and carry out more preventative work, particularly in relation to social isolation and exclusion
- dedicated engagement resource to improve/development referral pathways and raise awareness of the service to increase self-referrals.

For further details of the Norfolk and Suffolk Victim Service go to www.nsvictimcare.org

Domestic Abuse Provision

In 2017 the OPCCN completed a comprehensive Domestic Abuse Needs Assessment and has utilised to inform commissioning activity.

The OPCCN has a specific responsibility to commission the Independent Domestic Abuse Advocacy (IDVA) Service for the County, to support high risk victims, and since April 2015 this has been provided by Leeway Domestic Abuse.

During 2017/18, the OPCCN conducted an interim review of demand on the IDVA service and due to the strain on the service caused by an increase in referrals and additional pressures including growth in the number of Claire's Law referrals, the PCC has committed a further £76k per annum for the next two years to fund an additional two IDVAs and part-time administrative support for the service. The total

cost of the service is now £436k per annum, which is funded by the OPCC's MOJ Victim Services Grant.

The OPCCN currently provides £112k of funding for the Integrated Mental Health Team in the Police Control Room. This includes a further investment of £60k in 2017/18 to provide:

- further resource to train police officers to respond more effectively to people in mental health crisis
- support for police officers to manage their mental health
- capacity for spontaneous deployment if appropriate.

Monitoring Victim's Code Compliance

The Police and Crime Commissioner for Norfolk is the Chair of the Norfolk and Suffolk Criminal Justice Board and the Board has set...

- Provide Support to Victims and Witnesses throughout the CJS and give them the service they are entitled under the Victim's Code of Practice.

as a priority for the next three years.

This priority is being delivered by the Victim and Witness Sub-Group of the Board and the main work stream is the development and implementation of a diagnostic tool to measure compliance with the Victim's Code across criminal justice agencies.

Enhance Support for Cyber Crime and Fraud Victims

The OPCCN is working with Norfolk Constabulary, Trading Standards and the Norfolk Safeguarding Adults Board to rollout the approach piloted through Operation Bodyguard, to provide practical and emotional support to at risk victims of fraud and scamming, across the county. The model will be based on the use of volunteers.

Commissioning a Programme of Support for Children and Young People

The OPCCN has established and is working with its Youth Commission to identify the areas of greatest need for young people. The Youth Commission reported the findings of its Big Conversation with children and young people in April.

Performance Metrics

Child Sexual Abuse and Hate crime are calculated through a process using the new crime system that was implemented in Oct 2015. As the long-term average for solved rates is from 2014-2017, any data before this time is not comparable.

The percentage of victim's not supporting prosecution has increased significantly in the last few years and will have some correlation with the increase of crime recording in these crime categories. The reasons for the rise in victims not supporting prosecution are complex and there are a number of different reasons. With regards to serious sexual offences, a proportion of these offences are non-recent (the incident took place over 12 months before being reported). In a number of cases, victims have contacted police to make them aware, especially in light of recent high

profile trials in the media, but do not want to pursue a complaint further. Reporting can come through via a third party where the victim is not aware the police are informed until they are contacted. In these situations, some choose not to engage at all with the police. For all of the crime types, there is a possibility that the suspect is a family member or in a relationship with the victim and they do not want to criminalise them. It should be noted that victims are provided with support during and beyond the investigation as police officers and staff will refer victims to the most appropriate agencies and charities to help them.

The solved rates are directly impacted by the percentage not supporting prosecution and decisions by the Crown Prosecution Service to provide a charging decision. Crimes have become more complex with technology becoming more important with regards to evidence capture and investigations. Norfolk Constabulary have invested heavily into new technology, including body worn video, mobile tablets and digital forensics to assist the evidence capture and support the victim through the criminal justice process. This is an area that the constabulary continues to monitor and aims to improve on through the innovative investigation hubs in the new policing model.

| Area | Indicator | Last 12 months (Apr'17-Mar'18) | Long Term Averages (Apr'15-Mar'17)* | Difference |
|--|---|-----------------------------------|--|------------|
| Supporting victims and reduce vulnerability | % Cases where victims <u>do not</u> support prosecution (Domestic Abuse) | 50.2% | 37.0% | 13.2% |
| | % Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences) | 38.8% | 29.5% | 9.3% |
| | % Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse) | 31.2% | N/A | |
| | Solved rate (Domestic Abuse) | 21.4% | 29.0% | -7.6% |
| | Solved rate (Rape) | 6.0% | 10.6% | -4.6% |
| | Solved rate (other Serious Sexual Offences) | 11.9% | 17.8% | -5.9% |
| | Solved rate (Child Sexual Abuse) | 14.8% | N/A | |
| | Solved rate (Hate Crime) | 18.5% | N/A | |
| | % of all guilty pleas at First Hearing at Magistrates Court | *** | | |
| | % of all guilty pleas at First Hearing at Crown Court | *** | | |

*** Data regarding the court hearings is not available for a public audience

*Long term average calculated across a 2 year period due to availability of solved rate information

DELIVER A MODERN AND INNOVATIVE SERVICE

In addition to the investment in local policing through the increase policing precept for the 2018/19 Norfolk policing budget, I have also proposed further investment in technology such as mobile working, drones and body worn video, which is helping Norfolk's police service to work more efficiently, freeing up officer time and allowing them to spend more time on the beat.

I have invested in additional assets for Norfolk Constabulary to carry on with Operation Moonshot West (original pilot) and develop Operation Moonshot City which is providing an increase opportunity to disrupt organised criminality within the city through the investment and rollout of increased Automatic Number Plate Recognition (ANPR) capability. Not only does this contribute to delivering a modern and innovative service but this technology also supports increased visible policing, supports rural communities, improves road safety and prevents offending.

My office is working closing with Norfolk Constabulary to support Evidence Based Policing with Early Intervention Fund bids for technical solutions to assist in reducing crimes and supporting victims.

Through my investment the Constabulary introduced two drones in July 2017 and the Constabulary currently has four qualified pilots who have all completed the relevant Civil Aviation Authority permissions. The drones have been used in a number of spontaneous and pre-planned operations, such as assisting with the search of missing people, firearms incidents, and scoping areas to conduct search warrants and taking footage of serious incidents. A Business Plan regarding the use and continuous investment of drones has been completed and is being overseen by the Deputy Chief Constable.

During the summer of 2017 the Constabulary trialled a number of mobile technical devices to the frontline and after a period of evaluation these are now being rolled out across the force to help improve efficiency and effectiveness.

Body-worn cameras have been rolled out across the county as part of my pledge to provide 21st century tools to tackle 21st century crimes. All frontline roads policing officers, firearms, dog units and dedicated licensing team officers are now wearing the high-tech gadgets with a pledge that all frontline officers will be equipped by the end of the year. These cameras will keep our officers safe; these cameras will speed up the criminal justice system and reduce complaints. There are a further two phases for roll out which are due to be completed by the end of 2018.

The cameras went into operation in May 2017. These cameras are a crucial investment for Norfolk Constabulary. The cameras will provide greater safety for officers, improve transparency over our officers' interactions with the public, providing community reassurance and building confident. If they've been caught on camera, it is more likely perpetrators will take responsibility for their actions.

GOOD STEWARDSHIP OF TAXPAYERS' MONEY

As your PCC, I am responsible for setting the budget for policing in Norfolk, monitoring how that budget is used, and holding the Chief Constable to account.

Funding for the policing of Norfolk and my day-to-day work as your PCC comes from two main sources: Government (Home Office) grants and the Council Tax precept levied on all households in the county. The amount of the policing element of the council tax (the precept) is a matter for determination by the PCC following consultation with the Norfolk community and endorsement by the Police and Crime Panel.

Government grants have reduced year-on-year since 2010 and, to this point, there has been no indication that austerity will be coming to an end any time soon. As a result, our police force has been required to make significant annually recurring savings.

The fact is that finances are getting ever tighter, and that makes efficient use of those resources and good stewardship of our budgets critically important.

Where the money comes from

| | Budget 2016/17 £m | Budget 2017/18 £m | Budget 2018/19 £m |
|---------------------------------|-------------------------|-------------------------|-------------------------|
| Government (Home Office) Grants | 88.3 | 87.2 | 87.2 |
| Council Tax | 60.6 | 62.5 | 67.4 |
| Approved Budget | 148.9 | 149.7 | 154.6 |

Home Office Grant reduced by £1.1m to £87.2m in 2017/18. It was possible to offset this with an increase of 2% in the council tax (and more properties on which the tax could be raised) but with inflation costs and greater demand, savings of £3.8m had to be found to balance the 2017/18 budget. To the end of March 2018, those annually recurring savings now total £34m. Around half of that total has come from collaboration between Norfolk and Suffolk Constabularies and with limited opportunities remaining for collaborative savings within that partnership, a regional team has been set up to look at wider change programmes for the seven forces in the East (Norfolk and Suffolk; Bedfordshire, Cambridgeshire and Hertfordshire; and Essex and Kent).

How the money is spent

| | Budget 2017/18 | | | Budget 2018/19 | |
|----------------------------------|----------------|------------|--|----------------|------------|
| | £m | % | | £m | % |
| | | | | | |
| Employees | 130.0 | 87 | | 130.4 | 84 |
| Premises | 16.2 | 11 | | 16.5 | 11 |
| Transport | 3.4 | 2 | | 3.3 | 2 |
| Supplies, Services & Other Costs | 20.1 | 13 | | 20.9 | 14 |
| Capital Financing | 5.7 | 4 | | 4.2 | 3 |
| Gross Budget | 175.4 | 117 | | 175.3 | 113 |
| Other Income | -17.6 | -12 | | -17.3 | -11 |
| Use of Reserves | -8.1 | -5 | | -3.5 | -2 |
| Net Budget | 149.7 | 100 | | 154.5 | 100 |

As well as day-to-day (revenue) spending, there is also an approved capital programme which includes estates work (new buildings, renovations or improvements), the renewal of the vehicle fleet and information and communications technology (ICT) renewals and improvements. There was a significant underspend on the capital programme resulting from slippage in some of the major estates schemes. Many of these are multi-year schemes and planning permissions or other approvals have taken longer than expected.

How the budget is monitored

| | Revised Budget 2017/18 | Outturn 2017/18 | (Over)/ Under- spend | | Budget 2018/19 |
|--|------------------------------|--------------------|----------------------------|----------|-------------------|
| | £m | £m | £m | % | |
| Office of the PCC (OPCC) | 1.0 | 1.0 | - | - | 1.0 |
| OPCC - Commissioning * | 1.0 | 0.8 | 0.2 | 20 | 1.2 |
| Operational Policing | 150.0 | 150.8 | -0.8 | - | 151.6 |
| Capital Financing | 5.7 | 4.3 | 1.4 | 25 | 4.2 |
| Total Spending before Use of Reserves | 157.7 | 156.9 | 0.8 | 1 | 158.0 |
| Contribution to/from (-) PCC Reserve | -0.4 | 0.2 | -0.6 | 150 | -0.2 |
| Contribution from (-) Reserves | -7.6 | -7.4 | -0.2 | 3 | -3.3 |
| Net Spending | 149.7 | 149.7 | - | - | 154.5 |

* Gross spending on Commissioning is £2m as the PCC receives a Grant of £1m from the Ministry of Justice in respect of services to victims of crime.

I monitor and scrutinise the budget closely, with formal reports on spending reviewed at my public meetings to hold the Chief Constable to account.

At the end of the financial year, annual accounts are prepared, published on my website, and is subject to examination by the external auditor who gives an opinion on whether value for money is being achieved. To date, those opinions have been

positive. Norfolk Constabulary has a long history of delivering 'evidence-based' policing, helping to ensure value and effectiveness are secured. Strong procurement and contract management functions also continue to drive down the costs of goods and services.

In addition to the external audit process, internal auditors work throughout the year to ensure continual audit coverage of financial controls and risk. We also have an independent Audit Committee which oversees governance, risk management, and the reports and programmes of the internal and external auditors.

As set out in the table above, after allowing for the use of reserves, as budgeted, the total group (comprising the PCC and the Chief Constable) budget for 2017/18 was overspent by £0.2m (0.1% of budget). Within this total, the operational policing budget (controlled by the Chief Constable) was overspent by £0.8m as a result of operational demands, an additional 1% pay award for all officers and staff (set nationally) and, above budgeted numbers of ill-health retirements of police officers.

Looking ahead – Budget 2018/19

Looking to the future, the Chief Constable announced a new and scalable local policing model in October 2017 which included the loss of all PCSO posts but a significant increase in the recruitment of additional police officers. This new model 'went live' at the beginning of April and I continue to pay close attention to the implementation and effectiveness of this change.

For 2018/19 the Government gave all PCCs the power to increase the council tax by a maximum of £12 per annum (at Band D). Having consulted with Norfolk's communities and obtained a positive response on whether they would be prepared to pay more to support their police service, I took the decision to increase the council tax precept for the year by 5.5%. This amounts to an extra 23 pence per week or £11.97 per year for households in a Band D property. This increase has enabled me to set a budget of £154.5m for 2018/19. The additional money has helped to finance some additional police officers and finance the considerable costs of the 21st century technology now being used by officers such as body worn cameras, drones and mobile devices.

Subject to the police service continuing to find efficiencies, the Policing Minister has indicated that a similar council tax increase might be possible next year. I will consult on this at the end of this calendar year. We also know the government is launching a Spending Review which will determine central funding from 2019/20 onwards. Even with the additional precept flexibility this year and next the Medium Term Financial Plan reveals that, by 2021/22 the budget gap (excess expenditure over income) will remain at around £9m with some £4.6m of savings identified at this stage.

With 87% of the gross budget spent on people (police officers and police staff) the opportunities for making budget savings that do not affect jobs are limited. Sat alongside the objective I have set, based on the views of Norfolk's communities, to improve the visibility of policing, realising these savings continues to be a challenge for the Constabulary.

Full details of revenue and capital spending in 2017/18, the 2018/22 Medium-Term Financial Plan (including the Reserves Strategy), and the Statements of Accounts, can be found on the PCC's website.

Performance Metrics

Norfolk Constabulary's ability to answer 999 calls within 10 seconds continues to improve despite the marked increase month on month in the volume of these calls being made to Norfolk Constabulary. The increase is not isolated to Norfolk, but reflected nationally across all forces. The majority of these calls will generate an emergency response due to the nature of the incidents that fall within this category. These have a target time of 15 minutes in urban locations and 20 minutes for rural areas (timings calculated from the point of the call being received to an officer being in attendance). The increases in 999 calls being received has inevitably resulted in more emergencies for frontline attendance, which will be one contributory factor for the decrease of 2.2% in emergencies within target compared to the long-term average. There have been over 1,000 more emergency response (Grade A) calls in the current 12 month period to the end of March compared to the long-term average. All emergency calls are overseen by a trained dispatcher with additional management support where the incident requires it. Despite the increase in 999 calls, the Constabulary has continued to increase the speed at which it answers these calls, answering 89.2% within 10 seconds (this is a 3.6% increase from the long-term average).

The average time to answer public calls has increased in the last 12 months compared to the long term average. The 101 number is well publicised and one the community use for both advice as well as reporting police matters. Norfolk Constabulary continue to take steps to improve this wait time and is looking for alternative means for the public to report crime and incidents, such as through the force website. A new telephony system will also be introduced in June 2018 to help prioritise public safety reports as well as prioritising vulnerable callers.

The indicator for the percentage of the public who agree the police are doing a good job is a question asked as part of the Crime Survey of England & Wales. The survey data is taken quarterly with the most recent figure published being for the year ending December 2017. The Constabulary's score of 69.5% was the highest since September 2015 and ranks Norfolk 8th nationally with the national average score being 62.3%.

| Area | Indicator | Last 12 months (Apr'17-Mar'18) | Long Term Averages (Apr'14-Mar'17) | Difference |
|---------------------------------------|---|-----------------------------------|---------------------------------------|------------|
| Good Stewardship of Taxpayers' | % Emergencies in target | 90.4% | 92.6% | -2.2% |
| | % of 999s answered within 10 seconds | 89.2% | 86.1% | 3.6% |
| | Average time to answer 101 calls (County Only mm:ss) | 02:45 | 01:40 | -01:04 |

| | | | | |
|--------------|--|-------|-------|------|
| Money | % of public who agree police are doing a good job (Crime Survey for England and Wales) | 68.3% | 68.0% | 0.3% |
|--------------|--|-------|-------|------|

POLICING

As your PCC, I monitor the performance of our police service through a number of mechanisms ensuring that the Chief Constable is delivering effective and efficient policing and the priorities I have set within Norfolk's Police and Crime Plan.

The Constabulary has a series of key performance indicators set within the Police and Crime Plan and I am pleased that I have now been in a position to provide feedback on these indicators within this Annual Report. They are also now a feature in the regular monitoring and scrutiny that I undertake of the work of our police, as outline below:

One of the ways I hold the Chief Constable to account is through a series of public meetings. These meetings – known as the Police Accountability Forum (PAF) – are held throughout the year and are accessible to the public.

At each PAF meeting, I ask the Chief Constable and members of his senior officer team to present an update on progress against the priorities set in the Police and Crime Plan. At every meeting, three themes are selected to focus attention in those performance areas.

I also convene a regular Strategic Governance Board at my office in Wymondham at which the Chief Constable provides detailed updates on the operations of our police force. Though not held in public, the actions from these meetings are published on the Norfolk PCC website.

In addition to these formal structure meetings, I have regular one-to-one meetings with the Chief Constable to enable us to share information and discuss day-to-day activities.

There were a number of inspection reports published during this financial year of Norfolk Constabulary's performance by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). In March 2018 the [PEEL: police effectiveness report](#) was published and rated Norfolk as being 'good' in areas including supporting victims and protecting vulnerable people and that it has the specialist capabilities to respond to national threats such as terrorism.

LOOKING AHEAD

EMERGENCY SERVICES COLLABORATION

The Policing and Crime Act 2017 received royal assent on 31 January 2017 and the provisions set out in Sections 6 and 7 and Schedule 1: (Police and Crime Commissioners: Fire and Rescue functions) were enacted on 3 April 2017.

These provisions enable Police and Crime Commissioners to take on responsibility for the governance of local Fire and Rescue Services (FRS) where a local case is made and it appears to the Secretary of State to be in the interests of economy, efficiency and effectiveness or public safety for an order to be made giving effect to the proposal.

The PCC made his decision to proceed to a Full Business case on 23rd February, 2018.

The Outline Business Case produced by Grant Thornton (consultants) with expertise in Emergency Services transformation, recommended the Governance Model as the preferred option.

POLICE INTEGRITY REFORMS

Following the enactment of the Policing and Crime Act 2017 there will be a new role for the PCC in dealing with appeals on complaints received by the Constabulary from the public. The appellant body is currently the Chief Constable but in 2019 this will change and the powers will transfer to the Police and Crime Commissioner. These reforms are aimed at providing a more transparent, accountable and independent system. As we move close towards these changes you will be able to find out more through my website: www.norfolk-pcc.gov.uk

GET INVOLVED

Community input plays a vital part in how PCCs make decisions about crime and policing in the local area. There are a number of ways you can get involved in my work as your PCC.

Have your say

By having your say on key issues, such as what Norfolk's policing priorities should be or how much you pay for policing through council tax, you ensure community views influence the decisions I make.

Keep an eye on the Norfolk PCC website for details of how you can ensure your voice is heard on the issues that matter most to you. All public consultation will also be widely promoted through traditional and social media.

I also invite you to come along to one of my regular Police Accountability Forum meetings with the Chief Constable where you can find out more about policing in your area. I also conduct a series of public question and answer sessions around the County with the Chief Constable whereby you can put forward your concerns directly to both of us.

APPENDIX A – EQUALITY UPDATE REPORT 2017-18

In my Police and Crime Plan I set my Equality Objectives. In this I pledged to update on an annual basis my and my office's progress against these objectives. Over the past year we have made significant progress against the objectives, which we intend to continue. Below I have set out how I and my office have achieved all six objectives in 2017/18.

Objective 1: Continuously engage with Norfolk's communities to understand their needs and make sure they are taken into account in the delivery of the policing service.

- Norfolk is a predominantly rural county and I have worked hard to engage with rural communities, to understand what their needs are and ensure that Norfolk Constabulary provide a fair service to Norfolk's rural residents.
- I have met with many different organisations and individuals who represent the different religious, ethnic, age, and disability groups in Norfolk.
- I have met with organisations that support victims of domestic abuse, provide support to vulnerable people, and which represent Norfolk businesses' interests. They have told me about the crime issues that affect them and how I can help them, which I have used to help fulfil my role.
- My office has developed a Domestic Abuse Partner Forum, which allows stakeholder agencies to identify the challenges in responding to domestic abuse and work together to overcome them.
- I endeavour to engage with everyone who contacts me and continue to encourage the people of Norfolk to do so on policing issues important to them.

Objective 2: Make sure all plans and strategies reflect, and where relevant contribute to promoting equality. Make sure that commissioned service providers and grant recipients share this commitment and reflect it in all relevant areas of their work.

- All of my office's staff are regularly reminded of their equality duty, ensuring that staff always work to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between groups with and without protected characteristics.
- All grant agreements and contracts which the Office of the Police and Crime Commissioner for Norfolk enters require the recipient organisation to be compliant with all anti-discrimination legislation, ensuring commitment to equality from the providers we work with.

Objective 3: Focus support on groups that are vulnerable to both victimisation and offending.

- My office distributes just over £1 million every year to providers of victims' services in Norfolk. These services range from general practical and emotional support provided by Norfolk and Suffolk Victim Care Service, to the more specialist IDVA service provided by Leeway or the support provided to medium to high risk missing children provided by Barnardo's and The Magdalene Group.
- In 2017/18 my office collected a wealth of evidence relating to victims of crime that do not come to the attention of the police or other support services. This

evidence has been used in the development of the Hidden Victims Fund, released in the following financial year.

- We also have another £1 million fund which focuses on reducing crime and disorder. Through this fund, and by working to access external funding sources, I have commissioned several services that support vulnerable offenders. The Community Chaplaincy service supports people coming out of prison to access the services they need to lead a crime free life. WONDER is a service that assesses the needs of female offenders and develops a support plan that aims to reduce their vulnerability and prevent future criminal behaviour. There are many more examples of services I commission to reduce crime and disorder that support vulnerable people available on my office's website.
- I continue to contribute financially to the provision of a team of mental health nurses, who support the police at its control room by helping to respond to calls regarding people with mental health conditions. This team provide accurate information to police officers and ensure an appropriate response to those in mental health crisis.

Objective 4: Maintain Norfolk's Independent Custody Visiting Scheme to provide reassurance that detainees are treated fairly and in accordance with their legal rights and entitlements.

- Independent custody visitors are members of the local community who volunteer to visit Norfolk's Police Investigation Centres, unannounced and in pairs, to check on the treatment and welfare of people held in police custody.
- During 2017/18, the 25 custody visitors undertook 194 visits with 558 detainees. You can find out more at Appendix D.

Objective 5: Monitor and scrutinise Norfolk Constabulary's compliance with its equality duties, holding the Chief Constable to account as appropriate, including; the Constabulary's approach to tackling Hate Crime, how it uses its Stop and Search powers, how satisfied different community groups are with the police service they receive, what complaints are being made against the force, and how the Constabulary promotes workforce diversity and recruits, retains, promotes and trains its officers and staff.

- I, my office and the general public all play a role in scrutinising Norfolk Constabulary's compliance with the Public Sector Equality Duty and its diversity performance. This is achieved through:
 - o The Police Accountability Forum – a public facing meeting where I hold the Chief Constable to account for implementing Norfolk's Police and Crime Plan, including its role in achieving my equality objectives.
 - o The Strategic Governance Board – an internal board where I scrutinise the Chief Constable. This meeting features regular agenda items on the police's performance on equality and diversity.
 - o Stop and Search Scrutiny Panel – This provides the public with an opportunity to scrutinise the police. It assesses whether, based on the stop and search records, there was sufficient grounds for a stop and search to take place. Members provide feedback on how a stop and search was conducted with the aim of identifying discrimination and poor practice.

- I have pushed the police to develop a new method of engaging with Norfolk's different community groups, which I look forward to seeing implemented in the next financial year.

Objective 6: Be accessible, open and transparent, publishing equality information on my website and welcoming feedback at any time on my approach to meeting my equality duties.

- Since taking office I have ensured that myself and my office have been accessible to the public and our partners through a variety of means.
- My office publishes its equality information on its website. At the end of 2017/18, there were seven male members of the team and ten female, with one from either an ethnic minority background or having a disability (as defined in Section 6 of the Equality Act of 2010).

APPENDIX B – INDEPENDENT ADVISORY GROUP UPDATE 2017-18

The Norfolk Independent Advisory Group (IAG) has continued to be chaired by Brian Walker, with Sam Chater-England taking the role as vice chair. The previous vice chair stepped down and resigned from IAG due to work commitments and Sam was voted in as vice chair at the 2017 Annual General Meeting (AGM).

The group has continued to be supported by the engagement officer from the Office of the Police and Crime Commissioner for Norfolk. Along with the chair, the engagement officer has helped promote IAG internally within the police force.

Developing on the recruitment strategy from last year, IAG have actively been recruiting, specifically working with policing districts to help identify members of the community who maybe suitable to sit on the IAG. This method of recruitment has been successful, with members of the communities from Thetford and West Norfolk communities joining the Independent Advisory Group. Alongside this a member of the OPCCN's Independent Custody Visitor scheme has also joined IAG, enabling the IAG to work more closely with the statutory voluntary scheme.

The relationship between IAG and the Constabulary continues to develop and remains a positive factor in ensuring Norfolk Constabulary is open, transparent and effectively working with communities. To develop this working relationship, IAG have appointed certain members to act as a point of contact in each district, working with the district commanders, engagement officers and wider response officers. This way of working allows for districts to have direct accesses to IAG members, enabling information and feedback to be sought more efficiently. Members of IAG have also been asked to attend local community meetings by the policing teams, either as an observer or to chair such meeting. This has allowed the police to gain independent feedback regarding their interaction with the community. Those IAG members, who are points of contact on the districts, feedback to the wider IAG at the monthly meets. This allows for the IAG to be informed of the community concerns across Norfolk and also allows for patterns to be identified in relating to certain issues or developing community tension.

As well as working closely with districts, IAG members continue to provide advice on a variety of issues, review constabulary reports and policies, and sit on a number of force boards and committees.

APPENDIX C – YOUTH COMMISSION UPDATE 2017-18

The Norfolk PCC Youth Commission is made up of 38 young people from across the county aged between 13-25 years of age. The project has engaged with 1500 young people from across Norfolk on policing and crime issues. The Youth Commission set six key priorities and then went out to schools, colleges, universities, alternative education providers, youth clubs/groups, music festivals and engaged with the Norfolk Youth Parliament to canvass their views on these six priorities.

The key priorities that the youth commission formulated were:

- **Journeys through the justice system**
- **Relationships with the Police**
- **Mental health**
- **Abusive Relationships**
- **Substance abuse**
- **Peer Pressure & Social Media**

Through 45 events, views have been gathered to formulate a report on what the young people of Norfolk are saying on policing and crime. The report was showcased along with the key findings of the project at a conference in April 2018. The findings of the report detailed the views expressed and recommendations made by the young people themselves.

The aim of phase two of the project starting in August 2018 is to sustain the success of the Norfolk PCC Youth Commission, by delivering a structured system for young adults aged between 13- 25 years. The Youth Commission will provide those young adults with the tools to support and engage other young people about relevant policing and crime issues in Norfolk. The Norfolk PCC Youth Commission will be a communication and engagement tool to maintain a working relationship with young people in Norfolk in relation to policing and crime.

APPENDIX D – INDEPENDENT CUSTODY VISTING UPDATE 2017-18

PCCs have a statutory responsibility to run an Independent Custody Visiting Scheme (ICV), ensuring that:

- There is a robust and effective ICV Scheme running in their area with appropriate resources and a nominated member of staff responsible for running the scheme
- Regular visits take place in all areas of police custody
- Volunteers are well trained and managed
- That the Scheme manager briefs the PCC on issues within custody so that issues and trends can be identified

- Regular and formal opportunities exist to raise concerns with the police and deal with ICV's concerns.

Custody Visiting can make small and large impacts on improving custody from monitoring and influencing staffing levels to ensure that custody is safe. Custody Visiting influences and reports on healthcare in custody to help ensure that detainees have appropriate access to medical care and also providing community reassurance of the proper treatment of detainees.

Organisation of the Scheme in Norfolk

Under the terms of a joint custody command collaborative agreement, the Norfolk and Suffolk forces has an established fully shared custody function, delivered through six new Police Investigation Centres (PICs).

Norfolk has 4 PICs where detained persons are held. These are located in Aylsham, Great Yarmouth, King's Lynn and Wymondham. The PICs are purpose built facilities that were opened in 2011. Across the 4 PICs there is a total detainee capacity of 92.

The King's Lynn PIC also serves the Cambridgeshire Constabulary area with detainees from Cambridgeshire being held in it. Cambridgeshire officers are included in King's Lynn's PIC staff group.

As of 31 March 2018 there are 25 ICVs participating in the Scheme across the county. These ICVs are split into 4 panel groups, each one serving one of the PICs. Each panel nominates a 'co-ordinator' who is responsible for creating a rota of visits. This ensures that only our ICVs know what day and time a visit will take place, so enabling the Scheme to remain independent and credible.

Each panel group meets with the ICV Scheme Administrative Officer 3 times per year and the panel co-ordinators meet a further 2 times per year with the Administrative Officer and the Chief Inspector for Custody. The panel meetings are also attended by the PIC Inspector to allow the panel to discuss any issues that they have with and for the Inspector to update the panel with regard to any pertinent issues within their area of responsibility. The panel meetings are an opportunity to discuss topical issues and provide an opportunity for some training to the ICVs.

The aim is that the Scheme is representative of the community, taking account of different ethnic origins, gender and age ranges. When new volunteers are recruited consideration is given to preserving and enhancing this representation.

Training for the ICVs is provided via a mix of using subject matter experts from Norfolk constabulary and utilising the training given by the Independent Custody Visiting Association (ICVA). ICV's opinions are sought as to areas that they feel they require further training and the aim is to include this in the training programme for the year.

| Norfolk ICVs data | | | | | | Ethnic breakdown of total population (Norfolk) Source: ONS data 2011 |
|-------------------|----|-------|----|--------------------------------|--|---|
| Gender: | | Age: | | Ethnic Group: | | |
| Male | 11 | 18-30 | 0 | White British | | 92.4% |
| Female | 14 | 31-45 | 2 | White Other | | 3.5% |
| | | 46-60 | 7 | Asian: Indian | | 0.5% |
| | | 61-75 | 14 | Black: African | | 0.4% |
| | | 75+ | 2 | Other : Any other Ethnic Group | | 0.1% |

Note: There are 18 definitions of ethnicity within the [2011 census](#) –the above data provides an overview of those represented currently on our Scheme.

What is happening where you live?

Breakdown of visits conducted for the period 1 April 2017 to 31 March 2018

| Police Investigation Centre (PIC) visited | No. of visits undertaken | No. of detained persons held | No. of detained persons available to visit | No. of detained persons visited | % detainees visited (of those available) | No. of detained persons not visited* |
|---|----------------------------------|------------------------------|--|---------------------------------|--|--------------------------------------|
| Aylsham PIC | 51 + 1 aborted visit | 111 | 91 | 82 | 90% | 29 |
| Great Yarmouth PIC | 49 | 340 | 201 | 162 | 81% | 178 |
| King's Lynn PIC | 45 + 1 aborted visit | 343 | 161 | 132 | 82% | 211 |
| Wymondham PIC | 49 + 2 aborted visits | 479 | 231 | 182 | 79% | 293 |
| Overall Total | 194 + 4 aborted visits | 1273 | 684 | 558 | 82% | 711 |

* **Note:** There are a number of reasons why detained persons are not visited, for example the police may advise not to for health & safety reasons, this number also includes detainees who refused an offered visit. Those who were "not available"

were either in interview, asleep, or the individual was providing fingerprint/DNA evidence.

Issues reported from Custody Visits

No issues of serious harm or threat have been reported in the last year. There have been 117 positive comments recorded on visit reports relating to the fact that a detained person has felt that they have been happy with their treatment whilst in police custody, this is a marked increase from 85 positive comments in the previous reporting year.

One issue of note was reported in March 2018 with regard to the delay that staff within the PIC had experienced in waiting for the attendance of Health Care Professionals to attend the PIC to assess the condition of several detainees who were considered to be experiencing a mental health crisis. The ICVs reported on the issue and it was immediately followed up by the ICV Scheme Administrative Officer with the Chief Inspector responsible for custody. Healthcare provision across the PICs is provided by an external contractor. This incident was reported by the constabulary as a breach of the contract to the medical provider.

As a result of the conversations that ICVs have had with detainees the following requests were raised and subsequently dealt with by custody staff:

- 10 requests to have someone informed that they are in custody
- 5 requests for legal advice
- 7 requests for reading material
- 16 requests for a blanket
- 6 requests for a food
- 10 requests for a drink
- 2 request for nicotine replacement
- 11 requests for a shower
- 7 requests to see a Health Care Professional
- 1 request for a feminine hygiene pack
- 4 requests to use the exercise yard
- 2 requests to see a female officer
- 4 request for pain killers
- 2 request for toilet roll
- 5 requests for a telephone call
- 2 requests for a copy of the Codes of Practice
- 1 request to make a complaint

ICVs have continued to identify that some detainees are being held following being remanded to prison after an appearance at the virtual court in the PIC. This continues to be an ongoing issue and is as a result of the contract funded by the Ministry of Justice (MoJ).

During the year ICVs have focused their visits on those who are vulnerable in custody (women, under 18s, those with mental health issues, those with learning disabilities etc.). ICVs have been reassured that staff within custody ensures that these groups are looked after in accordance with legislation and that they ensure that an Appropriate Adult is used when needed.

ICVs have also focused on the provision of sanitary products to women who are detained as a result of a campaign by ICVA to highlight the poor provision available to women in some areas of the country. Across the PICs in Norfolk there is a good provision and variety of sanitary products available to women. ICVs also seek to ensure that women in custody are aware that they cannot be seen whilst using the toilets within the cell areas, this is a result of ICVs speaking to some women detainees who had been reluctant to eat or drink as they did not want to be observed using the toilet within the cell. It is not routine practice within custody to tell detainees that the toilet area is pixelated.

During this year there have been changes to the Policing and Crime Act with regard to bail; to the Mental Health Act with regard to custody not being allowed to be used as a place of safety and the Concordat on Children in Custody was published. ICVs have been updated with regard to all these matters and observe and report on what they find in custody with regard to these changes in legislation.

Collaborative Working

Very close working relationships are maintained with the Office for the Police and Crime Commissioner for Suffolk and the ICV Schemes in both counties mirror each other in the use of the same reporting forms and statistical reports. Norfolk and Suffolk share training opportunities for ICVs.

In addition to Suffolk, Norfolk also works alongside regional colleagues from the East of England (Bedfordshire, Cambridgeshire, Essex and Hertfordshire). The Scheme administrators from these regions meet on a quarterly basis to share experience and best practice. The region is currently represented by Bedfordshire at ICVA National Level.

The ICVA ran two national conferences this year. One was aimed at Scheme Administrators and Managers and the other at ICVs. These events were attended by personnel from Norfolk who found the conferences to be extremely informative, well organised and of great value to those who attended.

The ICV Scheme Administrative Officer presented a session on custody visiting to the Custody Sergeant's Course during this year ensuring that all newly trained Custody Sergeants are aware of what Independent Custody visiting is and how it works across Norfolk and Suffolk.

Training

A very successful training event was held in December 2017 for ICVs. Several topics were covered including Mental Health in Custody, the Concordat on Children in Custody and the Use of Force in custody. The training was greatly enhanced by the presence of the Chief Inspector, Head of Custody (Norfolk and Suffolk). She was able to answer the questions posed by ICVs who were fully engaged with the training.

Want to know more?

Custody Visiting continues to be essential in providing independent scrutiny of the treatment of detained persons and the conditions in which they are held.

If you are interested in becoming an Independent Custody Visitor please contact:

Independent Custody Visiting Scheme Administrator

OPCCN

Building 8

Falconers Chase

Wymondham

NR18 0WW

Telephone: 01953 423851

Email: ICVAdministrator@norfolk.pnn.police.uk

For more information on the role of ICVs or that of the Police and Crime Commissioner for Norfolk, please visit www.norfolk-pcc.gov.uk or find us on Twitter @NorfolkPCC or Facebook at www.facebook.com/norfolkpcc

For more information regarding the work of the Independent Custody Visiting Association (ICVA) please visit their website: www.icva.org.uk or on Twitter @CustodyVisiting

Police and Crime Commissioner oversight of the Criminal Justice System

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

The Panel is asked to:

- a) Consider how the PCC is delivering his duty to bring together community safety and criminal justice partners, to make sure local priorities are joined up;
- b) Consider the local implications of the Government's 2017 manifesto commitment, to devolve criminal justice responsibility and budgets to local commissioners; and
- c) Agree any report or recommendations it wishes to make to the PCC.

1. Background

- 1.1 Part 1, Chapter 3, Section 10 of the Police Reform and Social Responsibility Act 2011 ("the Act") places a duty of co-operative working on Police and Crime Commissioners (PCCs) and criminal justice bodies in a police area, stating: "The elected local policing body for a police area, and the criminal justice bodies which exercise functions as criminal justice bodies in that police area, must make arrangements (so far as it is appropriate to do so) for the exercise of functions so as to provide an efficient and effective criminal justice system for the police area."
- 1.2 The Association of Police and Crime Commissioners (APCC) describes this reciprocal duty as being "a duty to bring together community safety and criminal justice partners, to make sure local priorities are joined up".
- 1.3 PCCs are delivering this duty through participation in their Local Criminal Justice Board (LCJB). The Norfolk and Suffolk Criminal Justice Boards merged in April 2011 to form a new cross-county board. Its vision is: "To provide the community with a proactive criminal justice system that they can rely upon, have confidence in and that delivers a quality service to all those who come into contact with it." Currently, Norfolk's PCC is the Chairman and Suffolk's PCC is Vice-Chairman.
- 1.4 The Government's 2017 manifesto set out a commitment to build on the Policing and Crime Act 2017, and set out its intention to devolve criminal justice responsibility and budgets to local commissioners. The Home Office (HO) and Ministry of Justice (MoJ) are taking this commitment forward, through workstreams that seek to reinforce the current role of PCCs in the

criminal justice system and pilot the devolution of further commissioning responsibilities to them.

- 1.5 In July 2018 the MoJ published a consultation document (Strengthening probation, building confidence) to seek views on the future structure and services provided by the probation system. The consultation is due to close on 21 September 2018, and can be viewed in full via the following link:

<https://consult.justice.gov.uk/hm-prisons-and-probation/strengthening-probation-building-confidence/>

- 1.6 The MoJ is currently responsible for providing probation services in England and Wales, which are delivered via the public-sector National Probation Service and through contracts with Community Rehabilitation Companies. In the proposed new structures, the MoJ describes a need to strengthen the role of PCCs, saying:

“PCCs will become increasingly important in ensuring rehabilitative and resettlement services remain locally integrated, and we are keen that PCCs should play a stronger co-commissioning role where possible. PCCs are already an important local stakeholder for probation services – they are responsible for commissioning and setting the strategic direction for the police, and have a statutory convening power to bring local partners together. In most areas, the PCC will chair the Local Criminal Justice Board, or Reducing Reoffending Board, and can play an important function in identifying local issues and bringing agencies together to respond to them. We want to explore how PCCs can play a more active role in supporting probation services in their areas.”

(The role of PCCs is discussed in the MoJ’s consultation document at paragraphs 100 to 104.)

2. Purpose of today’s meeting

- 2.1 The Panel has not yet considered, in detail, the difference that PCC oversight has made to the criminal justice system or the influence that Norfolk’s PCC is bringing to bear on local partners.
- 2.2 Given the clear drive by the Government to take forward its 2017 manifesto commitment, it is a timely opportunity for the Panel to examine: how efficient and effective the criminal justice system is locally, the role that the PCC currently performs within it, and his views on the proposed enhanced role for PCCs.

3. Suggested approach

- 3.1 The attached report from OPCCN (**Annex 1**) sets out an update on how the PCC is delivering his duty to bring together community safety and criminal justice partners, to make sure local priorities are joined up. It also describes the work being undertaken to develop an enhanced role for PCCs across the criminal justice system, nationally and locally.

3.2 After the PCC has introduced his overview, the Panel may wish to ask questions on the following areas:

- a) What an efficient and effective criminal justice system should look like and how the system in Norfolk measures up.
- b) The extent to which the Norfolk and Suffolk Criminal Justice Board is visible, accountable and influential, and how the PCC is using his position to maximise its impact.
- c) How the PCC is steering the shared priorities and objectives of local partners.
- d) How the PCC is influencing collective and meaningful performance measurement.
- e) Whether outcomes are improving for victims, witnesses and offenders as a result of the PCC's contribution.
- f) The PCC's view of the proposed changes to the structure and content of probation services.
- g) Local progress being made with work streams that seek to reinforce the current role of PCCs in the criminal justice system (Local Protocol for LCJBs, Victims Code of Practice Compliance).
- h) Progress being made to agree the future role of PCCs in the criminal justice system, and the local implications.

4. Action

4.1 The Panel is asked to:

- a) Consider how the PCC is delivering his duty to bring together community safety and criminal justice partners, to make sure local priorities are joined up;
- b) Consider the local implications of the Government's 2017 manifesto commitment, to devolve criminal justice responsibility and budgets to local commissioners; and
- c) Agree any report or recommendations it wishes to make to the PCC.



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**Office of the Police and Crime Commissioner
Norfolk and Suffolk Criminal Justice Board**

Vicky Day – Head of Prevention and Rehabilitation

Summary:

This report provides an update on how the Police and Crime Commissioner is delivering his duty to bring together community safety and criminal justice partners, to make sure local priorities are joined up.

1. Background / National Context

- 1.1 The Board is a mechanism by which the criminal justice agencies can work together in partnership in a meaningful way and coordinate their activities to deliver an effective and efficient criminal justice system (CJS).
- 1.2 Norfolk and Suffolk previously had independent Criminal Justice Boards in place since 2003 when they were introduced across the 42 criminal justice areas in England and Wales.
- 1.3 Norfolk and Suffolk Criminal Justice Boards formally merged on the 7th April 2011 to form the new cross-county Board (N&SCJB). The board is a self-funded partnership, with member organisations contributing to the annual running costs of approximately £85,000, and is not in receipt of any other national or local funding.

2. Board Priorities

- 2.1 Deliver an efficient and effective CJS, with a proactive response to, and engagement with, national priorities with the aim of influencing and delivering locally those priorities.
- 2.2 Provide support to Victims and Witnesses throughout the CJS and give them the service they are entitled to under the Victims Code.
- 2.3 Prevent crime and reduce the likelihood of re-offending by managing offenders effectively and diverting people away from offending behaviour.
- 2.4 Identify and focus on emerging risks.
- 2.5 Respond appropriately to the physical and mental health needs of people entering the CJS, supporting victims and offenders to access the help they need.
- 2.6 Support a culture of continuous improvement that will maximise the potential to maintain capacity and capability across the CJS, within the resource framework available.
- 2.7 Be accountable for the scrutiny of performance and delivery across the CJS, demonstrating the impact of the Board, with the aim of increasing confidence in the CJS.

3. Delivery

- 3.1 The Norfolk and Suffolk Criminal Justice board focusses on outcomes through joined-up working, with partners able to make decisions on criminal justice processes that deliver service improvements while operating on reduced budgets.
- 3.2 The N&SCJB is ideally placed to co-ordinate responses to relevant national consultation documents that affect partner members organisations or the CJS as a whole.
- 3.3 Delivery is progressed by thematic multi-agency groups linked to the Board priorities and additional task and finish groups maybe convened to cover issues that do not fall readily into this structure. These sub-groups include representatives from criminal justice agencies and other partner organisations where appropriate.
- 3.4 Links are formed between the N&SCJB and other relevant bodies, including the Community Safety Partnerships, Health and Wellbeing Boards and Domestic abuse Fora.

4. Membership

4.1 Membership of the N&SCJB comprises:

- Norfolk and Suffolk Constabularies – Gareth Wilson, Kevin Wilkins
- East of England Crown Prosecution Service – Jenny Hopkins
- National Probation Service – Judith Blackman
- N&S Community Rehabilitation Company – Peter Mangan
- Her Majesty’s Court and Tribunal Service – Danny Cain
- Norfolk Youth Offending Team – Val Crewdson
- Suffolk Youth Offending Service – Belinda Clabburn
- Her Majesty’s Prison Service – Bev Bevan
- Norfolk Police and Crime Commissioner – Lorne Green
- Suffolk Police and Crime Commissioner – Tim Passmore
- Public Health Norfolk – Diane Steiner
- Public Health Suffolk – Abdul Razaq

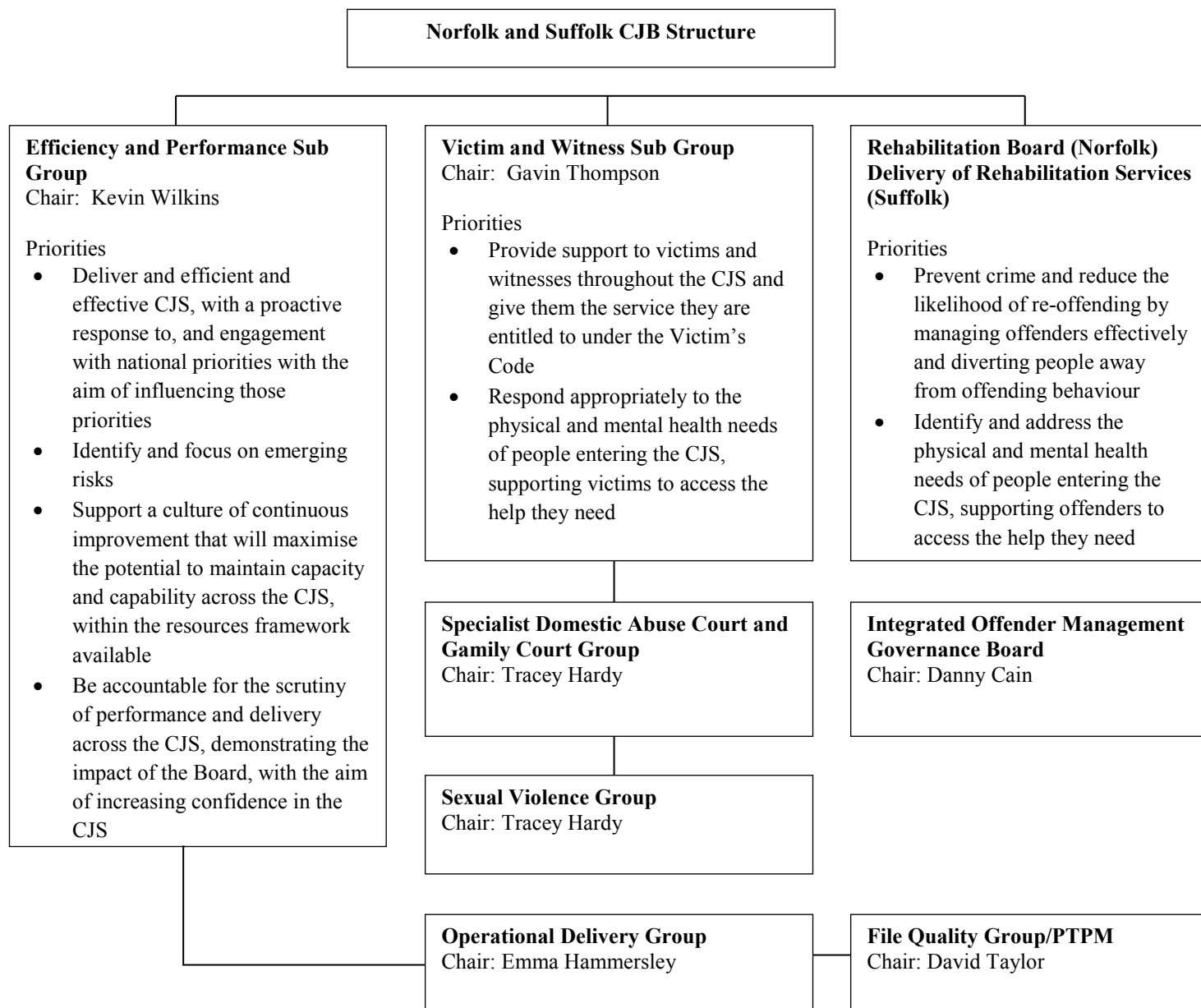
Other Stakeholders:

- Legal Aid Agency – Andrew Taylor, Linda Taylor
- Witness Service
- Victim Support

The Chair of the N&SCJB for the year 2018/19 is Lorne Green

The Vice Chair is Tim Passmore

5. Structure



6. Campaigns and Projects

- The Local Criminal Justice Board Efficiency Programme Board and Multi Agency Digital Working Group continue to work hard to ensure Transforming Summary Justice (TSJ) in the Magistrates Court and Better Case Management (BCM) in the Crown Court are working as business as usual. These groups are also monitoring the development of the digital courtroom to ensure that we truly have a digital end-to-end process.
- A successful regional remand court test has taken place between Norfolk/Suffolk, Hertfordshire and Kent, which ties in with our move locally toward a digital remand file. Centralised remand courts in Norwich and Ipswich are working well with over 80% of remands appearing into court over a link from the PICs (Police Investigation Centres).
- A project looking at delivering a tailored court process for 18-24 year old offenders is being scoped. This project recognises the specific needs of this age group and will be designed locally to help the system understand this cohort and aims to reduce their reoffending. The project is being steered by the Centre for Justice Innovation, who chose Ipswich as a pilot site for this work and which follows extensive national analysis of this age group.
- Following the closure of Lowestoft and Bury St Edmunds Magistrates courts the Board and its sub groups have been working to ensure delivery of justice is as unaffected as possible. Alternative provision for Victims and Witnesses to give evidence is a priority for the Board.
- The multi-agency performance group sitting under N&SCJB monitors and manages performance across the CJS. Norfolk and Suffolk continue to perform well in a number of key areas, often significantly higher than the national average. A few examples are:
 - Conviction rates of over 85% in the Magistrates Courts, and over 80% in the Crown Court;
 - Guilty plea rates at the first hearing in the Magistrates Courts of between 77-82%;
 - Guilty plea cases in the Magistrates Courts taken on average less than two hearings to conclude;
 - Since the introduction of 'Better Case Management' in the Crown Courts, guilty pleas at first hearing have risen from around 25% to over 50%;
 - Domestic abuse conviction rates of between 86%-88%.
- The Victim and Witness Group held a staff 'Victims Walkthrough' event, which identified areas where delivery of the Victims Code of Practice needed to be improved. As a result:
 - The special measures and Live Links processes have been reviewed. Communications between agencies has improved, processes for using SARCs and Triton House in Suffolk as venues for victims and witnesses to give evidence from have been agreed, and issues with booking and managing Live Links from/ to other regions have been identified;
 - Work has begun to explore how Restorative Approaches could

coordinated across Norfolk and Suffolk.

- The Specialist Domestic Abuse Courts Group (SDAC) continues to identify and resolve specific domestic abuse case issues, including:
 - Working with Family Courts staff to address the potential disparity in the treatment and experience of vulnerable victims in the criminal courts, compared to those involved in family court proceedings;
 - Identifying the best way to provide domestic abuse victims in Suffolk with court results more quickly;
 - These meetings also provide a forum for Independent Domestic Violence Advocates to raise issues directly with CJ staff.
- The Board continue to work with both the Police, Norfolk and Suffolk Community Rehabilitation Company and the National Probation Service, as they work alongside each other in delivering services to offenders in the community and in custody, which includes work through the joint IOM (Integrated Offender Management) scheme, over which the Criminal Justice Board has governance.

7. CJS Devolution & potential process for PCC led CJS pilots

7.1 High level position on developing the role of PCCs in the CJS

- There is a Manifesto commitment to greater devolution of criminal justice responsibility and budgets to local commissioners. There now appears to be momentum on the part of Government to take this forward, following recent positive conversations with Home Office (HO) and Ministry Of Justice. The national Criminal Justice Board have also agreed to discuss the role of the PCC in the CJS at its July 2018 meeting.
- At present PCCs have a clear role in leading local CJS partnership working at a local level but have no formal powers and few levers to effectively drive improvement and change across the system. Many PCCs are taking forward work locally with some areas (London, Greater Manchester and Avon and Somerset for example) developing Memorandums of Understandings (MOUs) setting out how local criminal justice partners will work together to deliver transformation. But to date PCCs are constrained by the lack of any formal powers or budgets.
- While there is a strong consensus among PCCs that their role in respect of the CJS should be developed, there is a range of ambition on what this might look like. The APCC are exploring with government what the process, timeline and scope would be for PCC areas to take forward local devolution pilots.

7.2 Current landscape and relevant work streams

There are a number of work streams currently being developed that are separate to developing a process for PCC led local CJS pilots but very relevant to enhancing the role of the PCC across the CJS. N&SCJB are taking the following work streams forward:

Local Protocol

- The MOJ and HO have been working on setting out the role of the PCC in leading LCJBs for well over a year and it is now in final draft form. The intention is to have the Local Protocol signed off by the national CJB. This should help provide a platform for all PCCs to lead their local partnership arrangements, although this is already happening in Norfolk and Suffolk.

Victims Code Of Practice Compliance

- Following discussion at the national Criminal Justice Board meeting the MOJ are looking to take forward work to establish a formal responsibility for PCCs in the local monitoring of compliance with the Victims Code of Practice (VCOP) against key, nationally agreed indicators. While no formal timeframe has yet been established by the MOJ for the delivery of this, work is being taken forward by N&SCJB as a priority.

Potential devolution of funding for Sexual Violence (SV) services for victims

- The MOJ is looking at the potential for piloting the devolution of the currently nationally funded services for SV (provided by Rape Crisis). Expressions of interest have been submitted by both Norfolk and Suffolk Offices of the Police and Crime Commissioner.

CRCs & role of PCC

- Building on the recent APCC evidence to the Justice Committee Inquiry, there is an immediate ask for PCCs to have a formal role in the local oversight of how nationally commissioned services are delivered locally. In the first, instance, this means PCCs are given responsibility for providing local oversight of the delivery of CRC and NPS services, building on their role and responsibility as senior local CJS leaders.

This follows the Justice Committee Inquiry into Transforming Rehabilitation.



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Information bulletin – questions arising to the PCC

Suggested approach from Jo Martin, Democratic Support and Scrutiny Team 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 his 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 his activities and decisions since the last Panel meeting.

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 31 August 2018, are listed at **Annex 1** 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 31 August 2018, are listed at **Annex 2** of this report.

c) Police Accountability Forum meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent Police Accountability Forum meeting are set out at **Annex 3** 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 a number of joint units and departments in areas such as major investigations, protective

services, custody, transport and IT.

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. These meetings are planned to be held in public every other month, with the venue alternating between Norfolk and Suffolk, and agendas are published on the PCC's website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex 4** of this report.

- e) Other out-of-county activity between 19 June 2018 and 10 September 2018:

| Date | Activity |
|--------------|--|
| 20 June 2018 | Norfolk and Suffolk Criminal Justice Board – Suffolk Police Headquarters |

- f) 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 5** of this report.

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.

4.0 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 the last Panel meeting.

| | |
|---|--|
|  | If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help. |
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PCC's Decisions

Section 22a Collaboration Agreements – Norfolk and Suffolk

Confidential Decision 2018-6

The PCC has approved the renewal of two collaboration agreements, in relation to Joint Professional Standards and Joint Information Management for periods of one year each.

Section 22a Collaboration Agreement – Modern Slavery Police Transformation Fund Programme

Confidential Decision 2018-7

The PCC has authorised the Chief Executive to execute the collaboration agreement that has been produced nationally in relation to the Modern Slavery Police Transformation Fund.

Section 22a Collaboration Agreement – Seven Force Firearms Training

Confidential Decision 2018-8

The PCC approved entering in to a collaboration agreement across the Seven Forces (Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk) in relation to the provision of a Firearms, Training and Compliance Function.

Estates Strategy

Confidential Decision 2018-9

The PCC approved a renewal of the lease arrangements to Carmelite House.

Estates Strategy

Confidential Decision 2018-10

The PCC approves the part use of Kings Lynn Police Station with the Home Office

Estates Strategy

Confidential Decision 2018-11

The PCC approved the submission of a planning application relating to Wymondham OCC.

Funding for Rescue Rehab

Decision 2018-12

The PCC has agreed to fund the Rescue rehab project at HMP Prison from 1 May 2018 to 30 April 2020

Joint Strategic, Business and Operational Services Section 22A Collaboration Agreement

Confidential Decision 2018-13

The Chief Executive (on behalf of the PCC) has signed a Section 22a collaboration agreement.

Funding for Lola Stafford Consulting Ltd to provide a Youth Commission Service

Decision 2018-14

The PCC has approved a grant for the continuation of the Youth Commission, which will inform him of the views from children and young people on policing and crime in Norfolk.

Estates Strategy*Confidential Decision 2018-16*

The PCC approved a termination of a lease arrangement at Vantage House, Norwich.

Further detail about each decision can be viewed on OPCCN's website at the following address:

<http://www.norfolk-pcc.gov.uk/transparency/decisions>

Alternatively, Panel Members can request this information in hard copy by contacting the Committee Officer.

Summary of the PCC's activity

National State of Policing Report published today

PCC Lorne Green has welcomed Sir Thomas Winsor's report, which identifies policing effectiveness and efficiency are improving, but calls for better forward planning to meet demands.

12 June 2018

Panel to receive updates on fire governance, preventing offending and supporting victims

PCC Lorne Green, will attend a public meeting on 19 June to take questions on progress against the county's Police and Crime Plan.

13 June 2018

Businesses urged to have their say on crime strategy

Businesses are being urged to have their say on a new Business Crime Strategy being launched by the PCC at this year's Royal Norfolk Show.

27 June 2018

Your chance to quiz PCC at Great Yarmouth Q&A event

Norfolk's PCC and Deputy Chief Constable will be answering questions from the public at a special event next week.

28 June 2018

Great Yarmouth hosts PCC's policing Q&A

Assaults on emergency workers, anti-social behaviour and the loss of PCSOs were just a few of the issues raised at a Q&A session in Great Yarmouth.

6 July 2018

PCC launches public consultation over fire governance

PCC Lorne Green has launched a consultation to seek public views on whether he should assume the governance of the county's fire and rescue service.

11 July 2018

PCC continues tour of county as part of fire governance consultation

Norfolk's PCC Lorne Green is continuing his tour of the county to seek views from members of the public about his 'A Case for Change' fire consultation.

25 July 2018

PCC launches £450k fund to support hidden victims in Norfolk

PCC Lorne Green has launched a £450K fund to support hidden victims of crime and reduce vulnerability in Norfolk.

27 July 2018

PCC to hold Chief Constable to account at special meeting

Policing in the county will once again come under the spotlight this week as Norfolk's PCC holds his fourth Police Accountability Forum of 2018.

30 July 2018

PCC wants your views on fire governance as he tours county

As his consultation on the future governance of the county's Fire & Rescue Service continues, PCC Lorne Green will again be seeking your views.

1 August 2018

PCC to mark fire consultation mid-point with open meeting in Dereham

As his consultation on the future governance of the county's Fire & Rescue Service continues, PCC Lorne Green will again be seeking your views.

3 August 2018

PCC to visit Fakenham and Dereham this week as fire governance consultation continues

There will be more opportunities for the public to have their say on the future of fire service governance in Norfolk this week as the PCC continues his tour of the county.

6 August 2018

Holt, Diss, Wells, King's Lynn – PCC continues to seek views across county

Norfolk's PCC will be continuing his fire governance consultation this week with visits to Holt, Wells, Diss and King's Lynn.

10 August 2018

PCC continues fire consultation with visits to King's Lynn, North Walsham, Swaffham, Sheringham and Cromer

With three weeks of his public consultation left, PCC Lorne Green is continuing his tour of the county seeking views on his 'A Case for Change' fire consultation.

15 August 2018

Two weeks left to take part in PCC's fire governance consultation

As he enters the final two weeks of his 'A Case for Change' fire governance consultation, Norfolk's PCC is continuing to gather feedback from residents across the county.

23 August 2018

Further details about each of the news items can be viewed on OPCCN's website at the following address:

<http://www.norfolk-pcc.gov.uk/latest-news>

List of items discussed at the most recent Police Accountability Forum meeting

| Date: 31 July 2018 | |
|---|---|
| Subject | Summary |
| Public agenda | |
| Police and Crime Plan Theme: Good stewardship of taxpayers' money | <p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020. The report also includes the latest Estates Strategy update and the latest revenue and capital budget monitoring report for the Chief Constable's delegated budget.</p> <p>Recommendation: To note the report.</p> |
| Police and Crime Plan Theme: Deliver a Modern and Innovative Service | <p>This report provides an update on the telephony system and changes to the website in relation to the Strategic Policing Objective Priority 6: Deliver a Modern and Innovative Service, as set in the Office of the Police and Crime Commissioner for Norfolk's Police and Crime Plan 2016-2020.</p> <p>Recommendation: PCC to note the report.</p> |
| Police and Crime Plan Theme: Increase Visible Policing | <p>This report outlines Norfolk 2020 progress in relation to the Strategic Policing Objective Priority 1: Increase Visible Policing and Priority 6: Deliver a Modern and Innovative Service, as set in the Office of the Police and Crime Commissioner for Norfolk's Police and Crime Plan 2016-2020.</p> <p>Recommendation: PCC to note the report.</p> |
| Emerging Operational / Organisational Risks | Oral update. |

A public question and answer session was held at Great Yarmouth Borough Council, on Thursday 5 July 2018.

The next PAF meeting is due to take place on Monday 1 October – Norfolk Constabulary Headquarters, Wymondham, Norfolk, NR18 0WW.

The next public question and answer session will be held on Tuesday 25 September 2018 in the North Norfolk area, details to be confirmed.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/police-accountability-forum/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

List of items discussed at the most recent Norfolk and Suffolk Collaboration Panel meeting

The Collaboration Panel last met on 8 February 2017, and items discussed were reported to the PCP at its 4 April 2017 meeting.

The next meeting is yet to be scheduled.

The public reports can be viewed on the OPCCN's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/transparency/accountability/collaboration-panel/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

List of items discussed at the most recent Audit Committee meeting

| Date: 30 July 2018 | |
|---|---|
| Subject | Summary |
| Public agenda | |
| Update on the Audit of the 2017/18 Statements of Accounts | <p>To consider the report from the Chief Finance Officer, the summary of which stated:</p> <ol style="list-style-type: none"> 1. The statutory deadline for the sign-off of the 2017/18 Statements of Accounts (31 July 2018) will not be met. 2. It will be necessary to convene an additional meeting of the Committee to receive the accounts. |
| Internal audit | <p>To consider the following reports from the Head of Internal Audit:</p> <ul style="list-style-type: none"> • 2018/19 Progress Report (including outstanding reports from 2017/18). • 2018/19 Follow Up Review. |
| Audit Committee Annual Report 2017/18 | To review and comment on the draft Report. |
| Forward Work Plan | To consider the forward work programme. |
| Private agenda | |
| Strategic Risk Register Update | Report from Chief Executive and Chief Constable - not published. |

The Audit Committee is due to meet next at 2pm on Tuesday 23 October 2018.

The public reports can be viewed on the Commissioner's website at the following address, under "Transparency/Document Store":

<http://www.norfolk-pcc.gov.uk/spend/audit-committee/>

Alternatively, Panel Members can request hard copies by contacting the Committee Officer.

Forward Work Programme

| | | |
|---|--|--|
| 27 November 2018, County Hall | PCC's 2019-20 Budget Consultation Police and Crime Plan performance monitoring (including commissioned services) Police & Fire Collaboration – local business case update Complaints Handling Sub-Panel – Update Information bulletin – questions arising to the PCC Forward Work Programme | Commissioner, supported by members of the Commissioner's staff and Chief Constable |
| To be confirmed - January 2019, County Hall | Panel refresh training - consideration of precept | |
| 5 February 2019, County Hall | Review the PCC's proposed precept for 2019-20 (the Panel must review and report by 8 February 2019) Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Forward Work Programme | Commissioner, supported by members of the Commissioner's staff and Chief Constable |
| 18 February 2019, County Hall | Reserve date – to review a revised precept for 2019-20, if vetoed (the Panel must review and report by 22 February 2019) | Commissioner, supported by members of the Commissioner's staff and Chief Constable |

| | | |
|--|---|--|
| 30 April 2019, County Hall | Police and Crime Plan performance monitoring (including commissioned services) Information bulletin – questions arising to the PCC Forward Work Programme | Commissioner, supported by members of the Commissioner's staff and Chief Constable |
| Mid June 2019, County Hall (To be confirmed) | Panel Member induction | |
| Late June 2019, County Hall (To be confirmed) | Election of Chairman and Vice-Chairman Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel funding Forward Work Programme | Commissioner, supported by members of the Commissioner's staff and Chief Constable |
| September 2019, County Hall To be confirmed | PCC's 2018-19 Annual Report PCC oversight of the criminal justice system Information bulletin – questions arising to the PCC Forward Work Programme | Commissioner, supported by members of the Commissioner's staff and Chief Constable |

The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2018-19: Mrs Sarah Bütikofer, Mr Peter Hill, Dr Christopher Kemp, Mr Mike Smith-Clare, Air Commodore Kevin Pellatt

Date of last meeting: 3 September 2018 (a brief oral update will be provided at the 10th September PCP meeting)

Next meeting: To be confirmed

PCP training and network events

- Eastern Region PCP network: next meeting scheduled for 19 September 2018 (Christopher Kemp and Kevin Pellatt to attend)
- LGA PCP workshop: 11 July 2018 (Christopher Kemp and Sarah Bütikofer attended)
- National PCP Conference 2018: Monday 12 November 2018, Scarman House, Warwick Conference Centre (Christopher Kemp, Kevin Pellatt and Peter Hill to attend)

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; it last met on 20 June 2018. County Hall.

Police Accountability Forum meetings are due to take place on the following dates (agendas will be made available via OPCCN's website).

- 1 October 2018 – (2.00pm at Norfolk Constabulary Headquarters)
- 19 November 2018 – (2.00pm at Norfolk Constabulary Headquarters)

PCC public question and answer session – next to be held on Tuesday 25 September 2018 in the North Norfolk area (details will be made available via OPCCN's website).

Norfolk and Suffolk Collaboration Panel meetings are held in public every other month, with the venue alternating between Norfolk and Suffolk (agendas will be made available via OPCCN's website). The next meeting is yet to be scheduled.