

Norfolk Police and Crime Panel



Date: **Monday 14 November 2022**

Time: **11am**

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

Panel Members are invited to a private briefing at 10am on 14 November 2022 in the Edwards Room, County Hall, Norwich.

Advice for members of the public:

This meeting will be held in public and in person.

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

However, if you wish to attend in person it would be helpful if you could indicate in advance that it is your intention to do so as public seating will be limited. This can be done by emailing committees@norfolk.gov.uk

The Government has removed all COVID 19 restrictions and moved towards living with COVID-19, just as we live with other respiratory infections. However, to ensure that the meeting is safe we are asking everyone attending to practise good public health and safety behaviours (practising good hand and respiratory hygiene, including wearing face coverings in busy areas at times of high prevalence) and to stay at home when they need to (if they have tested positive for COVID 19; if they have symptoms of a respiratory infection; if they are a close contact of a positive COVID 19 case). This will help make the event safe for all those attending and limit the transmission of respiratory infections including COVID-19.

Membership

Main Member	Substitute Member	Representing
Cllr Gordon Bambridge	Cllr Lynda Turner	Breckland District Council
Cllr Jonathan Emsell	Cllr Peter Bulman	Broadland District Council
Cllr Mike Smith-Clare	Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Donald Tyler	Cllr Stuart Dark	King's Lynn and West Norfolk Council
Cllr William Richmond	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Tim Adams	Cllr Steve Riley	Norfolk County Council
Cllr Sarah Butikofer	Cllr John Toye	North Norfolk District Council
Cllr Cate Oliver	Cllr Paul Kendrick	Norwich City Council
Cllr James Easter	Cllr Margaret Dewsbury	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

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 Chair 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.

A g e n d a

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

To confirm the minutes of the meetings held on 27 June 2022

(Page **6**)

3. Declarations of Interest

Norfolk County Council and Independent Co-opted Members

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

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

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

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

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

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

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

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

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

5. Public questions

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) **by 5pm on Friday 4 November 2022.**

- 6. Police, Crime and Community Safety Plan 2022-24 performance monitoring** (Page **14**)

To consider the PCC's new approach to performance monitoring and a summary of progress towards delivering the six priorities.
- 7. Improving public confidence in policing** (Page **62**)

To consider an overview of how this is being addressed in Norfolk, with a focus on the PCC's Independent Advisory Group and Youth Commission.
- 8. Independent Custody Visitor (ICV) Scheme - Annual Report 2021-22** (Page **80**)

To consider the PCC's ICV Scheme Annual Report.
- 9. Police and Crime Commissioner for Norfolk's Draft Annual Report 2021-22** (Page **100**)

To review the PCC's draft Annual Report.
- 10. Police and Crime Commissioner for Norfolk's 2023/24 Precept Consultation** (Page **181**)

To consider an overview of the PCC's 2023/24 precept consultation.
- 11. Complaints Policy Sub Panel - Update** To follow

To consider an update from the Chair of the Sub Panel.
- 12. Information bulletin – questions arising to the PCC** (Page **186**)

To consider the full extent of PCC activities and decisions since the last Panel meeting.
- 13. Work Programme** (Page **202**)

To review the proposed work programme.

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Norfolk Police and Crime Panel

Minutes of the Meeting held on 27 June 2022 at 11am at County Hall, Norwich

Panel Members Present:

Cllr William Richmond (Chair)	Norfolk County Council
Air Commodore Kevin Pellatt (Vice-Chair)	Co-opted Independent Member
Cllr Donald Tyler	King's Lynn and West Norfolk Council
Cllr Mike Smith-Clare	Great Yarmouth Borough Council
Cllr Margaret Dewsbury	South Norfolk Council
Mr Peter Hill	Co-opted Independent Member
Cllr Cate Oliver	Norwich City Council

Officers Present:

Giles Orpen-Smellie	Police and Crime Commissioner for Norfolk (PCC)
Sharon Lister	Director of Performance and Scrutiny, OPCCN
Nicola Ledain	Committee Officer, Norfolk County Council, NCC
Jo Martin	Scrutiny Support Manager, NCC
Mark Stokes	Chief Executive, OPCCN
Gavin Thompson	Director of Policy and Commissioning, OPCCN

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

- 1.1 Apologies were received from Cllr Jonathan Emsell, Cllr Tim Adams, Cllr Graham Carpenter and Cllr James Easter, substituted by Cllr Margaret Dewsbury. Apologies were also received from the Chief Constable.

2. Election of Chair

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

3. Election of Vice-Chair

- 3.1 Air Commodore Kevin Pellatt was duly elected for the ensuing year.

4. Minutes

- 4.1 The minutes of the meeting held on 21 April 2022 were agreed as an accurate record and signed by the Chair.

5. Members to Declare any Interests

- 5.1 Cllr Margaret Dewsbury declared an 'other' interest as although she sat on the Panel as a representative of South Norfolk Council, she was a Cabinet Member for Norfolk County Council with responsibility for the Norfolk Fire and Rescue Service.

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

- 6.1 No urgent business was discussed.

7. Public Questions

- 7.1 No public questions were received.

8. Balanced Appointment Objective

- 8.1 The Panel received the report asking it to consider whether the balanced appointment objective was being met and the continuation of independent member co-options.
- 8.2 Having considered the report, the Panel **AGREED**;
- 1) the balanced appointment objective was being met;
 - 2) the continuation of Air Commodore Kevin Pellatt and Mr Peter Hill as co-opted independent members.

9. Panel Arrangements and Rules of Procedure – Review

- 9.1 The Panel received the report setting out the Norfolk Police and Crime Panel Rules of Procedure, Panel Arrangements, and guidance for handling complaints about the conduct of the Police and Crime Commissioner.
- 9.2 The Panel:
- 1) **ENDORSED** the amended Panel Arrangements (at Annex 1 of the report).
 - 2) **ENDORSED** the Rules of Procedure (at Annex 2 of the report).
 - 3) **ENDORSED** the guidance for handling complaints about the conduct of the Police and Crime Commissioner (at Annex 3 of the report) and **APPOINTED** the following members to be involved in the process:
 - Peter Hill
 - Kevin Pellatt
 - Mike Smith-Clare
 - James Easter
 - Sarah Butikofer
 - 4) **APPOINTED** the following Panel Members to the Complaints Policy Sub Panel (at Annex 4 of the report):

- Peter Hill
- Kevin Pellatt
- Mike Smith Clare
- James Easter
- Sarah Butikofer

9.3 It was noted that the next Complaints Policy Sub Panel meeting would take place on Wednesday 6 July 2022.

10. Police and Crime Commissioner (PCC) Review Part Two

10.1 The Panel received a report which outlined the recommendations which had been included in the Written Statement by the Home Secretary on 7 March 2022 following an internal review by the Home Office to help strengthen the role of Police and Crime Commissioners. These recommendations aimed to better equip PCCs to reduce crime and protect the public, solidify their position within the criminal justice system and make it easier for the public to hold PCCs to account.

10.2. The Chair invited the PCC to comment on how the Recommendations were being taken forward and give his views on the local implications. The PCC made the following points;

- Much of the work suggested by the Review was just beginning or yet to start. It was likely that the recommendations would be carried forward via a variety of legislation and associated policy guidance. However, the OPCCN and PCC were looking carefully at the aspirations set out in the Review and were getting ahead of wider debates both at national and county levels.
- The purpose of the PCC Review was to expand the role. The PCC concept would stay and was expected to expand, and it would evolve through various ways. The PCC was particularly interested in the Criminal Justice System and there was scope for it to evolve such as the example of West Yorkshire where they had elected a County Mayor with PCC functions and this had been carried forward into nine other counties. The PCCs understanding was that Norfolk would not follow the example of West Yorkshire.
- With regards to 'Transparency' in The Review, the PCC confirmed that he always endeavoured to make sure he and his team were always transparent in all that they did. The OPCCN were creating a new process which would scrutinise their transparency and that was currently being looked at by APCC. It was hoped that would be exported to other OPCCNs soon. That scrutiny process would also engage Norfolk's public through the Independent Advisory Group.
- With regards to the section about 'Clarifying the Relationship between PCCs and Chief Constables (CCs)', the Home Office had recently consulted a revision of the Policing Protocol Order 2011. The proposals suggested greater powers for the Home Secretary to the detriment of PCCs and CCs and the OPCCNs response had asked the Home Office to reconsider its position.
- Through the Government intentions of the Review of the PCC role, there were difficulties over the personal conduct of some PCC's. The PCC expressed that PCCs had to be part of the solutions of re-building the confidence in policing. There was a significant gap between the standards

expected of PCCs by the Nolan Principles and the standards required by law and this was an area that needed to be looked at.

- Work was being done to consider how Police and Crime Panels (PCPs) could best deliver their scrutiny functions, but the PCC suggested that Norfolk was already ahead of this, as there was a sensible relationship that existed between the PCC, OPCCN and the PCP. Relationships elsewhere were not so healthy or constructive.
- The Review should be taken in context along with the Levelling Up Bill and the Fire Reform White Paper amongst others. The PCC would have a professional interest in the levelling up agenda. Whilst Norfolk Local Authorities considered what this might mean for them, the OPCCN needed to consider where it sat in relation to any Norfolk structure. He was keen to be part of whatever deal they arrived at and equally keen that the OPCCN's part in that deal should offer value added. For example, Norfolk was well placed in having a single Countywide Community Safety Partnership (NCCSP) as well as having the Chair of the NCCSP co-located in the same office as the PCC. Any deal should strengthen and intertwine the work that the OPCCN carried out with the work of Norfolk County Council.
- The Review stated that it would look at expanding the PCC's role into fire governance. Where Norfolk's Fire and Rescue Service sat would depend on the outcome of Norfolk's County Deal. The PCC expressed that his own opinion on fire governance had not changed and that the Fire Reform White Paper and fire governance was a matter for Norfolk County Council. If he was approached by Norfolk County Council and Norfolk Fire and Rescue Service together and invited to take on fire governance, he would work with both Norfolk County Council and Norfolk Fire and Rescue Service to find the best solution in the interests of Norfolk, whether that was part of a County Deal or separately.
- The Review had offered an agenda of aspirations which would need further work but the OPCCN would consider solutions and what would work best in Norfolk. He was very encouraged by the breathing space that the Review had offered.

10.3 During the discussion, the following points were noted;

- 10.3.1 In response to a question regarding the detail of strengthening the Criminal Justice System, the PCC explained that this would probably be done through the Local Criminal Justice Board which was currently shared with Suffolk. The Review stated that it should be mandated that PCCs should chair the Criminal Justice Boards. The PCC was currently the Chair and he agreed that it needed someone of authority in that position. He added that there were currently different accountability arrangements of those agencies and organisations involved in the criminal justice system, with no one holding them all to account. This was causing delays in the court system, and as such the views of victims were being lost, with many wishing to withdraw from the proceedings due to the lengthy delays. If such an issue was raised at the Criminal Justice Board, organisations were not answerable to the Chair. There needed to be a PCC review which devolved authority and through an appropriate mechanism gave an effect on the ground which was fair to the victim.
- 10.3.2 The PCC was aware that an idea had been proposed around the Local Government Association and the Home Office and regional panel secretariats, but he was not aware what work had been done or where it had got to. The PCC

expressed the view that the Government were devolving greater power so regionalising would not follow the same logical sense.

- 10.4 The Panel **NOTED** the local implications arising from the Review and **AGREED** that there were no reports or recommendations that it wished to make to the PCC.

11. Overview of PCC Commissioned Services

- 11.1 The Panel received a report which updated the Panel on the services and interventions which were funded by the OPCCN through the commissioning budget and Ministry of Justice grants and how they were supporting the Police, Crime and Community Safety Plan 2022-24.

- 11.2 In introducing the report, the PCC made the following points;
- The PCC was grateful to spotlight the work done by his office with regards to commissioning. Describing the Police and Crime Plan, the PCC explained that it was a core of rope around which were many strands that made the rope stronger, and the commissioning strategy was one of those strands.
 - The total amount of funding received in the last financial year for commissioning was £2.7million. Of the core funding, half came from the Ministry of Justice grant and the other half came from other sources of funding. The OPCCN kept a watchful eye on available grants and acted swiftly to successfully bid for those grants.
 - Partnership working was an important part of the commissioning strategy. This allowed greater effect on the ground and more effective working. The role of the OPCCN in leading those partnerships were highlighted in the report.
 - Services were commissioned against contracts to ensure that the services were delivered. The work carried out added greater value to the work already carried out by the Constabulary, often stepping in to look after victims when the Constabulary had been the first port of call.

- 11.3 During the discussion, the following points were noted;

- 11.3.1 The PCC had stated that primarily the commissioned services supported the pillars in the Police and Crime Plan around preventing crime and supporting victims. The Panel questioned whether in future, the commissioning strategy would support any other areas of the plan. The PCC explained that it was a case of prioritising limited resources. With limited funds, the PCC explained that they were better to concentrate resources to have a bigger effect on a small number of things rather than offer limited help across the board. The current focus was on preventing crime and supporting victims, particularly given the national focus on improving public confidence in policing, but he would keep those priorities under review. The Director of Commissioning added that in terms of the work around domestic abuse and bearing in mind the demand on the Constabulary concerning domestic abuse, that work could be positioned under 'Sustaining the Constabulary' pillar. The 'Safer Streets' project could also fall under the 'Community Safety' pillar given the partnership working involved.
- 11.3.2 The Panel questioned how the effectiveness and the value for money of a commissioned service was measured. They asked if there was a time when a commissioned service did not perform as wished or as expected and how would it

be resolved. The PCC explained that a requirement for a service was identified through an agency or organisation that contacted the OPCCN. They would then analyse if there was a requirement, and they would develop a case and then go out to tender on a procurement and contract basis. Performance would be measured against the contract and whether the desired outcomes were being delivered. The most likely reason for a service to cease would be if the service did not meet the contract but this was rare due to most new projects being a pilot.

- 11.3.3 The report detailed work on the Integrated Domestic Abuse Service and the Panel questioned how far this had reached within education settings. The PCC referred to paragraph 4.3 on page 73 of the agenda and explained that OPCCN had provided Norfolk Integrated Domestic Abuse Service (NIDAS), but OPCCN could not do everything. There was a part for education to play in providing the solution to the current problem and how to educate the younger generation to prevent it in the future. It was not a conversation that had been had but it was an example of something that as part of a wider OPCCN and County Deal conversation could be delivered. It was on the PCC's radar, and it would be taken forward.
- 11.3.4 There was further good work that was being done by the OPCCN in conjunction with the Independent Advisory Group and Youth Commission. Since the arrival of the PCC he had re-energised the Independent Advisory Group and ensured that all groups of society were represented on the group. The group had a local network and a central committee which was always attended by either the Chief Constable or Assistant Chief Constable. Views were listened to by the Constabulary and were well regarded.
- 11.3.5 With regards to CARA (Conditional Cautioning and Relationship Abuse) on page 75 of the agenda, the Director of Commissioning assured the Panel that this project was accessible to the people of Norfolk. The reference to Hampshire in the report referred to where the project had originally been developed.
- 11.3.6 Although it wasn't possible to give a breakdown of what percentage of the budget was being spent on each of the nine elements mentioned in the report, the Director of Commissioning **agreed** to provide a written response that would outline what percentage of the commissioning budget was being spent on each of the PCC's pillars and how that spend was weighted.
- 11.3.7 The PCC confirmed that Leeway was one of OPCCN's commissioned services and were the lead partner for NIDAS. The PCC added that he always tried to commission Norfolk charities in the first instance as he believed that Norfolk should solve Norfolk's issues. There were national charities that could be approached if needed, and he emphasised that they would be approached if nothing appropriate could be found locally.
- 11.3.8 The Panel suggested that it would be useful to have a summary of the detail of the commissioned services so they could understand the depth of work being undertaken as well as the breadth of issues being addressed. The PCC was keen to promote and the services his office commissioned and **agreed** this could be arranged.
- 11.4 Having considered the overview of the PCC Commissioned Services, the Panel **AGREED** to request a report on improving public confidence in policing for a future meeting, with a focus on the Independent Advisory Group and Youth Commission.

12. Information Bulletin – questions arising to the PCC

- 12.1 The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.
- 12.2 During the discussion, the following points were noted;
- 12.3 The PCC had attended the first of the Association of Police and Crime Commissioner's (APCC) levelling up working group meetings. The PCC explained that one of the concerns of the APCC was the role of the PCC in this agenda, and they had the view that Mayor's should not take on the functions of PCCs. However, this had been done in West Yorkshire. The PCC felt that through various conversations he had with national counterparts, he was up to date with the conversations and that discussions were going in the right direction. He hoped that the APCC didn't opt for the 'one size fits all' approach. He added that Suffolk was intending to do something different from Norfolk, and this was of particular interest due to their collaborative work. The PCC intended to attend a future levelling up working group where a representative from the Department of Levelling Up Communities and Housing had been asked to attend as they were the owners of the project.
- 12.4 With regards to page 85 of the agenda and the survey on 101 and 999 services, the Panel asked if there was any feedback available from a Norfolk perspective. The PCC explained that the survey was run by APCC on a national basis. The results would be announced at the APCC general meeting on 13th and 14th July. In discussion with the Chief Constable, the PCC reported that Norfolk's data had been reviewed and was within a threshold of 10 seconds. Norfolk's average was 7.5 seconds for a 999 call. Data about the 101 service had been delayed until March 2023 because each Constabulary had different ways of dealing with the data and different procedures for following up 101 calls and handling 101 calls in the offices.
- 12.5 In terms of Norfolk and Suffolk Collaboration Panels, the PCC explained that there was a more formal arrangement with Suffolk as one third of his budget was spent on joint space with Suffolk and they had joint assets and various joint teams. There was no equivalent with other forces, but there was an Eastern Region Seven Force network where they met at least twice a year and in between on an as-and-when basis if needed. There was also joint procurement which helped achieve economies of scale.
- 12.6 The Panel **NOTED** the report.

13. PCC Complaints Monitoring Report

- 13.1 The Panel received the report reviewing complaints received since the last monitoring report was received on the 1 February 2022.
- 13.2 The Panel **NOTED** the monitoring information.

14. Norfolk Police and Crime Panel Funding

- 14.1 The Panel received the report reviewing the Norfolk Police and Crime Panel's expenditure for 2021-2022 and setting out the expected 2022-23 grant allocation and expected expenditure for 2022-2023.
- 14.2 The Vice-Chair commented on the value of the Eastern Region Network and the National Conference, which he regularly attended.
- 14.3 The Chair explained that details of the national Conference would be circulated in due course and to indicate if they wished to attend. He also asked that if members of the Panel had any training needs, to let him or the Scrutiny Support Manager know.
- 14.4 The Panel;
- **NOTED** the 2021-22 expenditure
 - **NOTED** the 2022-23 grant allocation
 - **NOTED** the areas of expenditure during 2022-23

15. Work Programme

- 15.1 The Panel received the work programme for the period September 2022 to June 2023.
- 15.2 The OPCCN Chief Executive confirmed that the next Public Accountability Meeting would be held on 3rd August at the Breckland Council Offices in Dereham. The time would be confirmed but was likely to be 10 or 10.30am.
- 15.2 The Panel **AGREED** the work programme with the additions agreed during the meeting

Meeting ended 12.33pm

**Mr W Richmond, Chair,
Norfolk Police and Crime Panel**



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

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

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

1. Background

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

frequency with which this is done should be determined on the basis of local need. Any variations should be reviewed by the Panel.

2. Purpose of today's meeting

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

3. HMICFRS Inspection Report – Norfolk Constabulary

- 3.1 The Panel will be aware that the latest Police Effectiveness Efficiency and Legitimacy (PEEL) inspection report from His Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS) for Norfolk Constabulary was published on 14 October 2022: [PEEL 2021/22 – An inspection of Norfolk Constabulary - HMICFRS \(justiceinspectorates.gov.uk\)](https://www.justiceinspectorates.gov.uk/peel/2021-22/norfolk-constabulary/). The inspection is a national benchmarking exercise to assess how police forces are keeping people safe and reducing crime.
- 3.2 The report notes that Norfolk Constabulary has made improvements or maintained performance in nearly all areas. Norfolk was once again graded as 'Outstanding' in value for money, strategic planning and organisational management with inspectors stating the force and its leaders show good fiscal management and has an excellent track record of making savings.
- 3.3 The report makes eight graded judgements over five categories ranging from outstanding to inadequate. Norfolk received the following gradings:

Outstanding

Good use of resources

Good

Preventing crime and anti-social behaviour

Managing offenders and suspects

Developing a positive workplace (supporting and protecting the workforce)

Adequate

Investigating crime

Responding to the public

Protecting vulnerable people

Requires improvement

Treating people fairly and with respect

- 3.4 While it is the PCC's responsibility to hold the Chief Constable to account, the Panel may wish to ask how the PCC will work with the Constabulary to ensure

areas for improvement are addressed.

4. Suggested Approach

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

The PCC's new approach to performance monitoring

- a) How the new approach is enabling the PCC to assess the progress being made against his strategic priorities, by the Constabulary, his own office and through partnership working;
- b) How the new approach will link in with and support the provision of data for national crime and policing measures, a key commitment in the Government's Beating Crime Plan to improve transparency and performance;
- c) How the new approach will link in with the development of criminal justice scorecards, set out in the Government's Beating Crime Plan, that will reflect data across police, the CPS, and the courts system to improve transparency and help identify and address performance issues.

Pillar 1: Sustain Norfolk Constabulary

- a) How the PCC continues to monitor the force's strategic planning, organisational management and value for money, and any issues that he wishes to highlight arising from that;
- b) How the PCC engages with officers and staff to assure himself that workforce wellbeing policies are effective;
- c) What action the PCC is taking to enable the provision of infrastructure and technology that will meet the needs of operational requirements;
- d) Any concerns highlighted through the internal audit function;
- e) The development of a new [Norfolk Constabulary Estates Plan-2022-2025](#), published in September;
- f) The development of new Carbon Reduction Action Plan and Biodiversity Action Plan;
- g) The PCC's contribution to the development of Norfolk Horizons, a strategic approach to policing services to 2030 and beyond;
- h) What action the PCC is taking to address the gap between resourcing

levels, rising and changing demand for policing and public expectations;

- i) How the PCC assures himself that the force is developing the skills and capabilities to tackle changing demands;
- j) The forecast budget position at the end of the current Medium Term Financial Plan period, 2025/26;
- k) Progress with delivering identified savings and additional opportunities arising from regional collaboration;
- l) How the Covid-19 pandemic has influenced working practices and processes;
- m) Ongoing global economic issues and risks to the levels of service currently provided.

Pillar 2: Visible and Trusted Policing

Note: The Panel will be considering a further report on public confidence in policing at item 7 on today's agenda. It will also be considering an update from the Chair of the Complaints Policy Sub Panel at item 11.

- a) How the PCC is supporting the Constabulary to address the challenges around public perceptions of policing;
- b) How the PCC is monitoring progress with the Uplift programme and supporting the Constabulary to create a diverse workforce;
- c) The PCC's contribution to the development and implementation of a new Neighbourhood Policing Strategy;
- d) How the PCC is supporting the Constabulary to increase its volunteers/special constabulary strength;
- e) The impact of the Contact and Control Room modernisation programme;
- f) The small decrease in emergency response rates;
- g) How the PCC assures himself that the Constabulary is robustly tackling misconduct;
- h) Balancing the increasing popularity of digital contact services with the risks to trust and legitimacy associated with digital communication;
- i) How crime data integrity continues to be challenged by the PCC;
- j) How local communities have been encouraged to have their say on key issues.

Pillar 3: Tackling Crime

- a) The PCC's contribution to ensuring there is a co-ordinated county wide response to high harm crime, including tackling ongoing areas of concern highlighted by performance metrics in the previous and current Plan (the number of Domestic Abuse Crimes, Serious Sexual Offence Crimes, Online Crime and Violence with Injury Crimes; low solved rates for Domestic Abuse, Rape, Other Serious Sexual Offences, Child Sexual Abuse and Hate Crime);
- b) How the PCC is engaging with Government and partners to deliver multi-agency solutions to wider societal issues which lead to crime, such as the availability of appropriate support for vulnerable people experiencing mental health crisis, substance abuse, multiple deprivation.

Pillar 4: Prevent Offending

- a) How the PCC assures himself that there is appropriate focus on identifying and protecting vulnerable people;
- b) How efforts to prevent offending are being intensified, including: how partners are being brought together 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 and criminal justice system to get ahead of demand;
- c) The impact of the Norfolk Strategic Framework for Reducing Offending and early findings from the local needs assessment;
- d) How the PCC is monitoring delivery of the National Strategy for Integrated Offender Management.

Pillar 5: Support Victims

- a) How the PCC is ensuring that the Victims' Code becomes embedded;
- b) How victims are supported and given a voice, and how their feedback on services is taken into consideration;
- c) What action the PCC is taking to address delays in the criminal justice system;
- d) The impact of the focus on high quality investigation and provision of support services for victims of high harm crime.

Pillar 6: Safer and Stronger Communities

- a) The PCC's contribution to improving road safety through partnership working;

- b) How the PCC is challenging the Constabulary to improve its response to acquisitive crime;
- c) How the PCC is working with criminal justice agencies to ensure that the system is working effectively as possible for victims, witnesses and offenders.

5. Action

5.1 The Panel is recommended to:

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



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

Summary:

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

1. Background

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

2. Monitoring progress against plan priorities

- 2.1 Following the publication of this plan and the development of operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.
- 2.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police, crime and community safety plan through the PCCs Accountability Meetings (PAMs), and public papers are available on the OPCCN website. The most recent PAM took place on 16th August 2022 and was the first PAM to provide performance updates on the new plan under the six pillars.
- 2.3 Reports will be provided on all six pillars at each performance and scrutiny meeting throughout the year and a full annual review of performance will be provided through the PCCs Annual Report and presented to the Police and Crime Panel.
- 2.4 Performance reports prepared for the Police and Crime Panel will be strategic in style and include a mixture of qualitative and quantitative information to help demonstrate and provide context to panel members on the progress being made by the Police and Crime Commissioner in delivering his plan.

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

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

Objective 1: Maintaining an effective and efficient policing service

3.2 The table below provides the financial outturn summary for 1st April 2021 to 31st March 2022. The total Group Revenue Budget has an underspend of £0.387m, this equates to 0.21% of the net revenue budget.

	Budget 2021/22 £000	Outturn £000	Over(-)/Under spend £000 %	
Officer of the Police and Crime Commissioner	1,098	1,058	41	3.71%
PCC Commissioning	1,708	1,288	420	24.60%
Transfer from reserves	(502)	(82)	(420)	83.67%
PCC Commissioning (net)	1,206	1,206	0	(0.04%)
Safecam	0	(2)	2	
Transfer to reserves	0	2	(2)	
Safecam (net)	0	0	0	
Chief Constable Operational Spending (including capital financing)	193,330	192,983	346	0.18%
Contribution to Reserves	1,646	1,646	0	0.00%
Specific Home Office Grants	(14,224)	(14,224)	0	0.00%
Total	183,056	182,669	387	0.21%

3.3 The next table details the approved movements in reserves to balance the final underspent of £0.387m:

	£000
Transfer to PCC Reserve	41
Transfer to Budget Support Reserve	246
Transfer to General Reserve	100
Total	387

3.4 The main variances in regard to the Constabulary Revenue Budget outturn underspend are outlined in the table below:

	Budget 2021/22 £000	Full Year Forecast £000	Over (-) / Under Spend £000
Pay Related Costs	156,578	156,306	272
Other Employee Costs	1,564	1,600	(36)
Property Related Costs	17,118	17,308	(190)
Transport	3,467	3,579	(112)
Supplies and Services	15,008	14,700	307
Third party payments	2,786	2,552	235
Capital Financing	6,451	6,784	(333)
Corporate	120	0	120
Income	(8,232)	(9,263)	1,030
Transfer from Reserves	(1,530)	(582)	(948)
Total	193,330	192,983	346

3.5 The Capital Budget and outturn is shown in the below table. The outturn at year-end is £11.154m and the underspend is £5.447m. The underspend of £5.4m relates to re-profiling of the Broadland Gate and Norfolk Professional Development Centre Schemes (£3.3m), vehicle replacements that are delayed as the lead in time is much longer as a consequence of issues in the supply chain (£0.7m) and ICT schemes that are slipping into the next financial year (£1.4m).

	Original Budget £m	Changes to be approved £m	Revised Budget £m	Outturn £m	Variance £m
Slippage from 2020/21	10.065	0	10.065		
Table A – schemes approved for immediate start 1 April 2021	6.536	0	6.536		
Total Capital Programme	16.601	0	16.601	11.154	5.447
Table B – schemes requiring a business case or further report to PCC(s) for approval	3.316	0	3.316		
Total	19.917	0	19.917		

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

3.6 For police officers, the constabulary exceeded its establishment target in 2021/22, having successfully filled its recruitment intakes and welcomed 14 transferees over the year.

3.7 The establishment target for 2022/23 is for continued growth to 1793.44.

3.8 The table below provides performance metrics on establishment for officers, staff and associated strength levels along with sickness abstraction by hours lost. The date range for the last 12 months was 01/04/2021 to 31/03/2022. The long-term average is from 01/04/2018 to 31/03/2021.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Sustain Norfolk Constabulary	Establishment for Police Officers	1,685	1,611	1,512	4.6%	11.4%
	Police officer strength	1,787	1,675	1,542	6.7%	15.9%
	Establishment for Staff	1,322	1,253	1,166	5.5%	13.4%
	Staff strength	1,287	1,216	1,140	5.8%	12.9%
	% hours lost to sickness for Police Officers	5.3%	4.8%	4.4%	0.5p.p	0.9p.p
	% hours lost to sickness for Staff	5.1%	5.2%	4.4%	-0.1p.p	0.7p.p

3.9 The constabulary did see an increased level of absence over the past two years, which is primarily because of the Covid-19 pandemic with a significant peak in March 2022.

- 3.10 In line with the national picture, the Constabulary introduced interim guidance on the actions staff should take around Covid infections which ensured early isolation but obviously affected the absence rate. With the lifting of restrictions recent data shows that absence has reverted towards the long-term average position.
- 3.11 The constabulary continues to actively look to bring officers who cannot temporarily fulfil front line roles back into the workplace and ensure that meaningful work can be undertaken by those with long-term restrictions.
- 3.12 A new reporting process has been introduced which is overseen by an Assistant Chief Constable enabling commanders to have better sight of where these staff are based within the organisation allowing better positing decisions to be made.
- 3.13 The Police Education Qualification Framework (PEQF) is the new national officer training programme brought in to ensure those performing this increasingly complex role have the necessary skills and knowledge. From April 2022, all officer intakes follow the PEQF programme. The first intake in April was for 16 students with the next intake in June 2022 being for 20 students.
- 3.14 The constabulary has an active Workplace Health, Safety and Wellbeing Team and as a number of events planned for the summer period. Key events from the last period have included:
- Women's Health Day – Autumn 2021
 - Events across Mental Health Awareness Week including inputs from senior officers and the Police and Crime Commissioner
 - Financial Wellbeing events
- 3.15 Following the removal of Covid-19 regulations, the team have also been supporting the re-occupancy of the constabulary's stations and offices and revising infection control guidance and associated procedures and policies.

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

- 3.16 The Constabulary runs a number of significant development programmes to ensure its infrastructure and technology matches the requirements for policing.
- 3.17 The Digital Delivery team have been looking to develop improvements to frontline policing mobility through the 'OPTIK' system, enabling officers to react faster to incidents and record information at the first point of contact. Focus has been on usability enhancements, due to be released in summer of 2022, and further developments supporting the domestic abuse response for autumn 2022.
- 3.18 The team are also looking to introduce efficiencies for back-office functions through a more streamlined approach to reporting and recording the police use of force options and how data on assaults on staff are effectively captured.

- 3.19 Work remains ongoing with regional partners on the development of a digital storage system (Digital Asset Management System – DAMS) to ensure Norfolk has sufficient capacity to store and audit digital evidence for the foreseeable future.
- 3.20 Progress continues with regional partners on the design and build of a new forensics case management system.
- 3.21 The constabulary ICT department focuses on delivering to established national, regional and local programmes that advance and maintain the various key police ICT infrastructures. Work is also developing to increase the capacity for cloud computing, the automation of processes to remove bureaucracy and the development of analytic products to support the business.
- 3.22 During this period ICT installation work was completed on the new conference block at Hethersett Old Hall School as well as finishing the roll out of ICT equipment to the Swaffham hub. There was also a bespoke open plan office zone equipped at OCC as part of the modern workforce project.
- 3.23 Key developments for the next period include:
- Preparation work for the national implementation of the replacement for the Police National Computer (PNC)
 - Anticipated full upgrade of all operating systems to ensure continued access to the latest security patches.
- 3.24 The constabulary has developed a draft transport strategy which is currently out for internal consultation. A key element of this is the future commitment to move to a fleet of ultra-low emission vehicles commencing in 2027 alongside the gradual phasing out of petrol and diesel vehicles by 2033. The aim will be to identify and resource vehicles capable of the operational requirements of the service.

Objective 4: Achieving best value from police and OPCC funding

- 3.25 The internal audit function of the Police and Crime Commissioner and the Chief Constable is delivered under contract by TIAA. The recently issued 'Head of Internal Audit Opinion' for 2021/22 has concluded that:
- “For the areas reviewed during the year, the Police and Crime Commissioner for Norfolk and the Chief Constable for Norfolk Constabulary, effective risk management, control and governance processes are in place.”*
- 3.26 Out of 13 audits undertaken in 2021/22 four had substantial assurance, eight had reasonable assurance and one had limited assurance.
- 3.27 Internal audit reports are scrutinised at the Norfolk and Suffolk Joint Organisational Board as well as by the Police and Crime Commissioner's and the Chief Constable's Joint Audit Committee. Progress is monitored against the recommendations and their delivery.

- 3.28 Norfolk Constabulary is subject to continuous inspection by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). In 2019, the force achieved the gradings of 'Good' for Effectiveness, 'Outstanding' for Efficiency and 'Good' for Legitimacy.
- 3.29 HMICFRS are due to publish their 2021/22 assessment in Norfolk later this year and will now increase the assessment criteria from three gradings to the potential of twelve separate gradings.

Objective 5: Delivering an effective Estates Management Strategy

- 3.30 A new Estates Plan for 2022-2025 has been prepared and this will be published by the Police and Crime Commissioner by September 2022.
- 3.31 There are a number of key estates projects that have been advanced during this period which include:
- Broadland Police Station – new build with construction works advancing well and a planned completion by mid-September 2022
 - Norwich City Police Station – refurbishment. A listed building planning application has been submitted to advance the project and architects are undertaking detailed design in readiness for a market tender of the refurbishment work
- 3.32 The following are a number of key estate projects for 2023 and beyond:
- 2023/24 – North Norwich / South Broadland currently under review. The availability of sites is being explored for the location of a future new response police station
 - 2024/25 – Great Yarmouth / Gorleston currently under review. Future operational needs of the area under consideration and the impact of the Great Yarmouth third river crossing will be assessed after opening in early 2023.
- 3.33 Former premises located in North Lynn and Swaffham are 'under offer' and the sales are with solicitors. The sites at Acle and Sprowston will come to market at the end of 202. Police land at Stalham is still on the market and former Holt Police Station will be marketed this summer.
- 3.34 Carbon reduction works are planned this year at Aylsham police station with additional solar panels being provided. Heating services are being updated and replaced at Harleston, Hunstanton and Long Stratton removing gas/oil and replacing with electric air source heat pumps. A new Carbon Reduction Action Plan and Biodiversity Action Plan are currently being developed.

Objective 6: Designing policing services to 2030 and beyond

- 3.35 Following on from the successful Norfolk 2020 programme, the constabulary Horizons Team was established to build a scalable, adaptable policing model capable of delivering the best service within the available resource and budget.

- 3.36 The team as part of their work which covers projects over both short and long term, will develop the Constabulary's 2030 strategic approach. The initial 2030 scoping work is being carried out. A variety of workstreams have been identified and are being discussed with department leads as to their next potential steps.
- 3.37 The team are also preparing work around a number of project which include:
- Hotspot's policing – where the evidence base suggests that visible foot patrol provided in periods of 15 minutes in clearly targeted areas can reduce crime without merely displacing it. Pilot is scheduled for Great Yarmouth for the next reporting period
 - Operation Discovery – a pilot launched in June 2022 aimed at improving the timeliness and quality of crime investigations. The initial work will commence in the King's Lynn and Breckland Districts. The aim is to develop the relevant management information to assist all volume crime investigations county wide and understand where further investment is required to improve speed of victim service
 - Remove Video Attendance – the potential to consider the use of video meetings to deal with a crime complaint. During the period the team have been reviewing the opportunity and building on the work of other forces such as Kent. The intention is to pilot planned video calls to victims of certain crime types. The advantage for the victim is that they can have a 'face to face' meeting with an officer at a time that works for them. The advantage to the police is this way of working can provide a more timely, efficient and potentially greener response. The business case will be finalised with the intention of launching the pilot in the autumn.

Objective 7: Continued collaboration with other blue light services

- 3.38 Following a business case by the Office of the Police and Crime Commissioner both Police and Fire in the county have agreed a strategic position that they will voluntarily coordinate where an improvement can be achieved to a service delivered or a saving can be achieved for one or both organisations.
- 3.39 The Constabulary and Norfolk Fire and Rescue Service now share a headquarters premises at Wymondham with the Fire Service stations around the county offering a number of opportunities to co-locate front line or neighbourhood resources.
- 3.40 Further emergency services collaboration is being progressed with plans advancing for the future site sharing at Acle, Loddon and Sprowston Fire Stations. This will enable Beat Manager Constables to have desk space within a secure environment on the area they police.

- 3.41 A shared control room enables both emergency services to work closer together and discuss and coordinate deployments when both services are dispatched to an incident.
- 3.42 A joint driver training unit delivers driving courses to staff from both organisations' resources.
- 3.43 Both organisations community partnership work is collaborated within one department where both teams can look to link up around key subjects such as prevention work and making the road network safer.
- 3.44 The Fire and Police drone teams work closely together to provide a 24/7 response to calls for service.

4. Pillar 2 – Strategic priority of 'Visible and Trusted Policing'

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

Objective 1: Improving public trust and confidence in policing

- 4.2 The Norfolk public perception survey is telephone-based and has continued throughout the pandemic, giving consistent quarterly insight into the views of the local community around policing.
- 4.3 The results are used to inform and direct engagement activity across the county. All forms of engagement are recorded by officers on a purpose-built application on their personal digital device. This enables the Constabulary to understand how and where engagement is taking place and what issues are affecting the community.
- 4.3 The table below shows public perceptions survey data from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Public Perceptions: Police doing an excellent/good job	86%	90%	Data not available	-4.0p.p	Not applicable
	Public Perceptions: I have confidence in the police in my local area	78%	85%		-7.0p.p	
	Public Perceptions: Deal with crime/ASB that matter	55%	64%		-9.0p.p	
	Public Perceptions: Understand issues that affect your community	61%	69%		-8.0p.p	
	Public Perceptions: Satisfaction with the level of policing in your local area	51%	61%		-10.0p.p	

- 4.4 Public perceptions of Norfolk Constabulary have fallen over the last twelve months, and this is being closely monitored. Potentially some of this may be attributable to events that occurred nationally which reflected poorly on policing, not least the conviction of a serving Metropolitan police officer for the abduction, rape and murder of Sarah Everard. The Constabulary response has been to advance the launch of the on-line tool "Street Safe" that allows the public to highlight the areas of their community where they feel unsafe. This data is reviewed, and an appropriate response considered which will include high visibility patrols and engagement with local communities.

- 4.5 The constabulary recognises that there has been some lasting impact on police relationships with the public caused by the pandemic. In particular, the restrictions on in-person engagement may have led to some disconnect between local policing delivery and confidence and satisfaction with the services provided.
- 4.6 Whilst there have been opportunities across the period of the Covid-19 pandemic to develop virtual engagement this should be seen as complimenting in-person events and not as a replacement. The first quarter of 2022 has coincided with the lifting of pandemic restrictions which has allowed a phased return to normality in terms of the police's ability to meet with the public, understand community concerns and take positive action.
- 4.7 The table below shows complaints data from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021.

Area	Indicator	Last 12 months
Visible and trusted policing	PSD data complaints	470
	PSD data complaints documented within 2 working days	87.4%
	PSD data complaints complainant contacted within 10 working days	58.7%
	PSD data complaints time to resolve - Schedule 3 only (average in working days)	70
	PSD data complaints time to resolve - Outside Schedule 3 (average in working days)	42
	PSD complaints finalised where the service provided was not acceptable	49
	PSD Reviews upheld	10
	Chapter 13 letters	5

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

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

- 4.8 Complaints – during the reporting period, 470 complaints were received, this is a decrease of 20% compared to the previous year.
- 4.9 Complaints should be logged, and complainants contacted ‘as soon as possible’ after the complaint has been received. 87.4% of complaints were logged within two working days and 58.7% of complainants were contacted within ten working days.
- 4.10 Cases took, on average, 70 working days to finalise from the date the complaint was recorded to the date the complainant was informed of the result. Cases that are handled outside of Schedule 3 took 43 working days.
- 4.11 In 49 of 421 finalised cases, the service provided was deemed ‘not acceptable’, which equates to 11.6%.

- 4.12 The complainant has a right to request a review if they remain dissatisfied with the outcome of their complaint. The Independent Office of Police Conduct (IOPC) determined on 20 reviews, identifying five that required further work. The Local Policing Body (the Office of the Police and Crime Commissioner) determined on 42 reviews and five were upheld as requiring further work.
- 4.13 Where a local investigation is not completed within twelve months the appropriate authority must provide the Local Policing Body and the IOPC with a summary of the steps taken to progress the investigation (this is referred to as a Chapter 13 response). Within that period the Professional Standards Department oversaw the production of five of these reports, three related to complaints and two to conduct cases.

Objective 2: Delivering effective neighbourhood policing

- 4.14 The table below reports on the number of beat manager and sergeant posts and whether they are recruited to. The data covers from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021. This will, over time, help emphasise the priority given to ensuring an effective local policing resource remains available to deal with community issues.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Establishment for Beat managers	117	116	115	0.9%	1.7%
	Effective strength for Beat managers	107	105	101	1.9%	5.9%
	Effective strength for Beat managers (% of establishment)	91.5%	90.5%	87.8%	1.0p.p	3.7p.p
	Establishment for Sergeants	132	132	132	0.0%	0.0%
	Effective strength for Sergeants	130	126	121	3.2%	7.4%
	Effective strength for Sergeants (% of establishment)	98.5%	95.5%	91.7%	3.0p.p	6.8p.p

- 4.15 The constabulary has continued to invest in neighbourhood policing with established teams in place across the county providing a visible response with clearly identified local leadership through dedicated Beat Managers, Local Neighbourhood Policing Sergeants and Local Policing Commanders. This will be underpinned by a new Neighbourhood Policing Strategy which is currently being prepared and will be published later in 2022.
- 4.16 The constabulary continues to work to ensure the core seven neighbourhood principles, as published by the College of Policing, are embedded corporately within the county policing model:
- Engaging communities
 - Solving problems
 - Targeting activity
 - Promoting the right culture
 - Building analytical capability
 - Developing officers, staff and volunteers
 - Developing and sharing learning.
- 4.17 Regular discussions and review on progress as well as development opportunities take place within the operational governance structure at county and district levels.

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

- 4.18 Effective engagement and consultation is key to helping to maintain and enhance public confidence and satisfaction in policing. Set out below is an explanation of the work ongoing to identify and record engagement opportunities from 01/04/2021 to 31/03/2022. Over time, this data will allow the Constabulary to show the significant volume of engagement work being undertaken.

Area	Indicator	Last 12 months
Visible and trusted policing	Total Engagements	17,570
	Park Walk Talk engagements	6,780
	General engagements	4,215
	Targeted Activity engagements	1,901
	Streetsafe engagements	1,262
	Key Individual Network engagements	1,196
	Community meetings engagements	699
	Stakeholder meetings engagements	589
	Education engagements	567
	Public events engagements	205
	Citizens in policing engagements	129
	Training and recruitment engagements	27

- 4.19 Local policing neighbourhood teams are the driving force for district-based engagement. These officers are locally tasked to focus on areas based on the specific needs of the community.
- 4.20 The Constabulary acknowledges the impact on trust and confidence in policing following the tragic and deeply disturbing outcome of the Sarah Everard case. One of the elements of the response in Norfolk was to prioritise engagement through an on-line tool called 'Street Safe' that let the public to tell the police anonymously where they felt unsafe when out and about in the community. To give an example as to how the engagement focus is prioritised, following the tragic murder of an 18-year-old male in Norwich in late January 2022 officers undertook extensive engagement within the affected community seeking to identify and understand any ongoing tensions as well as providing reassurance.
- 4.21 Norfolk Constabulary officers also utilise a tactic called 'Park, Walk and Talk' to raise police visibility in areas that have had reports of anti-social behaviour or are in general need of a police presence for community reassurance purposes. These patrols are short in duration (typically 20 minutes) and officers are encouraged to patrol multiple locations during their shift.
- 4.22 The digital engagement application will be updated later this year in order that it can capture additional detail. This will provide a more comprehensive overview of the work that officers are carrying out which will be communicated to the public via media and social media channels.

4.23 The introduction of the Local Communication Officers will help the Constabulary not only meet the targets set out by central government (specifically the focus on reducing neighbourhood crime), but also support the delivery of the Police and Crime plan. The new role will look to enhance the communication with the public by:

- Being transparent, open, and honest to maintain and enhance public confidence
- Regularly inform communities of police activities and demonstrate visibly, using all available communication platforms
- Deterring criminality and protecting the vulnerable, including hard-to-reach communities, engaging with them frequently to help influence police thinking
- Keeping officers and staff informed of what the police objectives are so they can become advocates for the appeals the Constabulary wishes to prioritise
- Using advances in technology and new communications platforms, alongside more traditional methods, to reach a wider audience
- Work effectively with partners and stakeholders for the benefit of the public.

4.24 Using the district neighbourhood policing engagement plans and neighbourhood problem solving plans, the team will support local policing by sharing information to inform and educate the public about current work relating to all types of crime, priorities, activity, and outcomes at a hyperlocal level (as local as possible).

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

4.25 The Contact and Control Room (also called the CCR) is a highly complex environment that acts as the single point of contact for all emergency and non-emergency calls from the public. Whilst the telephone is still the primary means of choice for callers (approximately 90% of all demand), the CCR also provides a range of digital contact services (email, on-line reporting, and Web Chat) which are growing in popularity and currently account for approximately 10% of all contact.

4.26 The data table below provides a comprehensive overview of the telephony performance and the management of attendance around incidents.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Total calls for service	411,569	544,194	Data not available	-24.4%	Not applicable
	999 calls	114,751	104,303	110,713	10.0%	3.6%
	% 999 calls answered within 10 seconds	89.2%	91.4%	90.4%	-2.2p.p	-1.2p.p
	101 calls	296,818	439,891	Data not available	-32.5%	Not applicable
	Average time to answer 999 (in seconds)	5.6	5.0		0.6 seconds	
	% Emergencies in Target - County	87.8%	90.1%	89.5%	-2.3p.p	-1.7p.p
	% Emergencies in target - Urban	89.9%	91.9%	91.4%	-2.0p.p	-1.5p.p
	% Emergencies in target - Rural	85.5%	88.6%	87.6%	-3.1p.p	-2.1p.p
	Average time to attendance for B1 (HH:MM:SS)	01:07:35	Data not available		Not applicable	
	Average time to attendance for B2 (HH:MM:SS)	19:48:27				
	Average time to attendance for C (HH:MM:SS)	30:13:36	15:27:42	24:52:11	95.5%	21.5%
	Average time to attendance for Diary apps (HH:MM:SS)	72:04:03	36:17:07	57:37:29	98.6%	25.1%
	% calls addressed through phone resolution	28.7%	33.4%	35.1%	-4.7p.p	-6.4p.p

- 4.27 The Constabulary's performance in call handling and emergency response has declined slightly, as 999 demands has increased between 2020/21 and 2021/22.
- 4.28 In 2019 the CCR embarked on a four-year modernisation programme recognising the changing profile of demands. The change programme is scheduled to conclude in the summer of 2023.
- 4.29 New technologies needed to be exploited and modern ways of working embraced to maximise the effectiveness of the CCR and ensure staff welfare.
- 4.30 Further investment into the CCR from the Office of the Police and Crime Commissioner through the precept rise last year has seen an increase in operator posts and support teams posts as well as changes to shift patterns to better align staff with the expected public demand.
- 4.31 New technologies have been adopted which includes:
- A new Intelligence & Workforce Management System better able to predict demand and therefore aid better planning
 - Web Chat and enhancements to the CCR on-line reporting functions.
- 4.32 The changes to date have delivered significant improvements with national reporting showing that Norfolk Constabulary provides the best average 999 answer time in the Eastern Region and the 5th best nationally (last 6 months).
- 4.33 Further changes are planned throughout 2022/23 and include:
- Further shift pattern changes to align staff with expected demand
 - An increase in the number of radio channels used and changes in deployment practices to further improve attendance times
 - Further upgrades and enhancements to the call handling system
 - Additional Estates improvements to enhance staff welfare.

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

- 4.34 The OPCCN Communications Team have continued to produce regular communications through social media, newsletters and announcements.
- 4.35 Since April, the OPCCN has reviewed and implemented new branding, supported by new branding guidelines, to increase recognition and awareness of the roles of the PCC and OPCCN.
- 4.36 In June, the PCC had a large and independent presence at the Norfolk Show, (in the emergency areas), where members of the OPCCN engaged with the public to raise greater awareness of the PCC and OPCCN and were supported by victim support services commissioned by the PCC. At the show, the PCC also hosted a rural crime question and answer session; supported by the Chief Constable and Chaired by the Countryside Landowners Association (CLA).

- 4.37 Since the launch of the new Police, Crime and Community Safety Plan, the PCC has been holding regular Time to Talk events, in which the PCC answers questions and addresses issues on a one-to-one basis with different stakeholders. Time to Talk events are advertised and participations are provided with an appointment to engage with the PCC on their issues. These are proving to be an invaluable and popular engagement mechanism for the PCC and resident's and stakeholders.
- 4.38 The PCC/OPCCN has developed a rolling twelve-month engagement plan, linked to the Police, Crime and Community Safety Plan and other national and local awareness days and campaigns.

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

- 4.39 The Corporate Communications team always look to provide a local perspective around countywide or national campaigns, for example the focus on violence against women and girls (VAWG) and the use of the "Street Safe" application to report concerns.
- 4.40 It's recognised the impact the national narrative can have on local policing issues and how it can affect public confidence.
- 4.41 The Corporate Communication Team working with district commanders look to respond proactively when opportunities present.
- 4.42 Within the last quarter the team have supported the below key campaigns across the Constabulary social media platforms:
- 7/1/22 - Op Winter Days – safer driving campaign
 - 10/1/22 - National "Romance Fraud" campaign
 - 17-23/1/22 - Neighbourhood Policing Week – Also included a press release and local journalist going out with beat managers in Norwich
 - 7-14/2/22 - Sexual Abuse and Sexual Violence Awareness Week
 - 7-20/2/22 – Road Safety – National Police Chiefs Council mobile phone campaign
 - 8/2/22 - Safer Internet Day
 - 17/3 - Op Ferrara – National Comms Fraud Campaign
 - 18/3 - National Child Sexual Exploitation Awareness Day
 - 22/3 - Domestic Abuse & Sexual Violence 'Enough' Campaign – Also included a press release and interviews with senior leads.

5. Pillar 3 – Strategic Priority of 'Tackling Crime'

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

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

- 5.2 The constabulary has developed its own strategy and actions to improve the local policing response to violence against women and girls (VAWG). This is based on the National Police Chiefs Council (NPCC) work.
- 5.3 The measures below will assist the constabulary to track key crime types within this work area to maintain an oversight as to how activity is affecting the reporting and investigation work being undertaken. The data covers from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Domestic abuse crimes	14,060	13,681	12,388	2.8%	13.5%
	Solved	1,324	1,226	1,306	8.0%	1.4%
	- % solved	9.4%	9.0%	10.6%	0.4p.p	-1.2p.p
	Charged	906	853	894	6.2%	1.3%
	- % charged	6.4%	6.2%	7.7%	0.2p.p	-1.3p.p
	% where victim not ready to engage	56.5%	60.2%	59.8%	-3.7p.p	-3.3p.p
	% where investigation not possible	1.0%	0.8%	0.8%	0.2p.p	0.2p.p
	% of all crime	20.4%	21.9%	19.1%	-1.5p.p	1.3p.p
	Arrest rate	22.6%	20.6%	28.3%	2.0p.p	-5.7p.p
	Rape and Serious Sexual offences	2,614	2,046	2,203	27.8%	18.7%
	Solved	183	159	149	15.1%	22.8%
	- % solved	7.0%	7.8%	6.8%	-0.8p.p	0.2p.p
	Charged	165	151	126	9.3%	31.0%
	- % charged	6.3%	7.4%	5.7%	-1.1p.p	0.6p.p

- 5.4 There was an increase in domestic abuse crimes in the second half of 2020 which has continued over the last 12 months. With partners, Norfolk Constabulary has worked to raise awareness and encourage reporting of vulnerability-based crimes. It can be expected that volumes of domestic abuse crimes will continue to increase.
- 5.5 Volumes of rape and serious sexual offences continue to increase, and this is a trend seen nationally. The Constabulary continues to prioritise services to vulnerable and at-risk victims whilst targeting perpetrators who cause the highest harm, including sexual crimes against adults and children.
- 5.6 The Constabulary VAWG plan is overseen by the Assistant Chief Constable for Local Policing. Progress and performance are scrutinised monthly at the Force Performance Meeting.
- 5.7 The Constabulary approach is based on three pillars:
- Building Trust and Confidence
 - Relentless Pursuit of Perpetrators
 - Safer Spaces.
- 5.8 The intention is that through building the confidence of women and girls around the police response, through pursuing those who would do them harm, and by providing safe spaces to live and work the Constabulary will have an enduring impact on the issue.

Building Trust and Confidence

- 5.9 It is recognised that the police do not, in all cases have the confidence of women and girls that matters will be dealt with sensitively, or that protective action will follow when offences are reported.
- 5.10 The Constabulary plan to improve in this area is based on a continued commitment to develop the most effective possible safeguarding service in partnership with other agencies.
- 5.11 The Norfolk Integrated Domestic Abuse Service (NIDAS) is an example of this partnership approach, which now sees a seamless handover from initial police contact to 3rd-sector providers who continue to support the victim. The Constabulary has also committed to researching and identifying better ways for women and girls to provide feedback on the quality of the service they do receive.

Relentless Pursuit of Perpetrators

- 5.12 The Constabulary is committed to increasing the number of offenders brought to justice for VAWG offences. There has already been considerable effort to improve the training officers receive to improve the evidence-gathering opportunities.
- 5.13 Acting on feedback from victims, work is ongoing to ensure it is the suspect and not the victim that feels at the centre of the enquiry. Police will now look to utilise modern digital techniques as well as ensuring as much corroborative evidence is captured to reduce the reliance on asking the victim to provide all that explanation within their account. This it is hoped then means the victim does not feel responsible in court for having to provide all the information around a case.

Safer Spaces

- 5.14 Even though Norfolk is overall a safe county, not all public spaces feel safe for women and girls. As well as working with partners to address environmental issues the Constabulary is also continuing to put uniformed officers into those areas identified by the public that cause a concern. This approach will also extend to other areas which are known to feel less safe at times, such as the night-time economy.
- 5.15 To give an example of the work, drinks spiking and spiking by injection crimes have been reported in Norfolk with the majority relating to licensed premises. Whilst males have been targeted too, most victims reporting are female. The Constabulary instigated Operation Glade to secure early evidence, improve investigative outcomes and provide confidence and reassurance to victims. Venues were encouraged to review their security including CCTV and lighting. In addition, the Constabulary supported the development of the Norfolk and Norwich University Hospital Anti-spiking campaign which provides people with the option of having a quick laboratory analysis of samples to confirm or negate the presence of substances.

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

- 5.16 Norfolk Constabulary, supported by the joint Norfolk and Suffolk Protective Services Command maintains an oversight on the work to identify, disrupt and dismantle serious and organised crime threats within the county.
- 5.17 Serious and Organised Crime Groups (OCG) are identified through intelligence and an associated risk assessment process. An OCG is defined as individuals, normally working with others, with the intent and capability to commit serious crime on a continuing basis, which includes elements of planning, control, co-ordination, and group decision making.
- 5.18 Once a group is identified a local response is planned to use the 4P model approach:
- Pursue – Pursue offenders through prosecution and disruption
 - Prevent – Prevent people from engaging in serious and organised crime.
 - Prepare – Prepare for when serious and organised crime occurs and mitigate its impact
 - Protect – Protect individuals, organisations, and systems from the effects of serious and organised crime.
- 5.19 Within Norfolk a considerable amount of disruption work takes place. This update should be read alongside the update on “County Lines” in the below section.
- 5.20 A summary of the key outcomes of the work in the last reporting period include:
- Four adults charged for money laundering
 - Two men involved in organised crime pleaded guilty to money laundering to the amount of £100,000. They received suspended sentences of 21 months and 18 months respectively and a further civil process is underway to remove more proceeds of crime from them.
 - A man was convicted and sentenced to six years and nine months for conspiracy to supply class A drugs.

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

- 5.21 “County Lines” is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the UK. A dedicated mobile phone number known as a “deal line” is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.
- 5.22 The table below shows Closed County lines and Possession with intent to supply and concerned in supply of controlled drugs arrest. The data covers

from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	15	22	Data not available	-31.8%	Not applicable
	Possession with intent to supply - arrests	288	355	349	-18.9%	-17.5%
	Concerned in supply of controlled drugs - arrests	253	358	339	-29.3%	-25.4%

- 5.23 The reduction in the number of “County Lines” closed and the number of arrests for linked offences should be seen in the context of a decreasing number of “County Lines” active in Norfolk. While seven fewer lines were disrupted in 21-22 than 2020-21 the number of active lines dropped from 58 in April 2020 to 29 in March 2021, meaning that there were fewer lines available to be targeted.
- 5.24 A significant element of the work in respect of “County Lines” in the first three months of 2022 was focussed on safeguarding following the death of a young man in a stabbing incident in late January.
- 5.25 This activity was intended to reduce the risk of exploitation of young people and was necessarily elevated to be the force’s top priority in order to reduce the risk to those identified as linked to the incident. It saw uniformed officers redeployed from other duties to patrol hotspot areas, search for weapons, and intervene in potential offences.
- 5.26 At the same time dedicated officers from the Multi-Agency Child Exploitation team worked with children at risk of being drawn into criminality and diverted them toward support on offer from the Local Authority.
- 5.27 A recent example of one of the enforcement successes saw a 24-year-old man from Enfield plead guilty to using the “County Lines” methodology to supply crack and heroin in Norwich and Essex following a joint investigation between Norfolk Constabulary and the Metropolitan Police.
- 5.28 Police support to Project ADDER work continues. This is a public health-based multiagency response seeking to address individuals’ addiction through diversion, disruption, and enforcement hoping that it can ultimately lead to their recovery. The intention is that by using traditional police tactics to suppress the supply of narcotics while simultaneously reducing demand, criminal markets can be undermined, and communities protected from the impact of drug trafficking.

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

- 5.29 The below table covers from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Hare coursing incidents	178	285	333	-37.5%	-46.5%
	Farm machinery thefts	57	49	46	16.3%	23.9%
	Livestock worrying incidents	12	21	19	-42.9%	-36.8%

5.30 Hare Coursing continues to be a priority. As part of Operation Galileo, Norfolk Police support the 7 Force Eastern Region approach. Aided by better sharing of information and intelligence collectively the Constabulary seeks to issue Joint force Community Protection Warnings (CPW) and Community Protection Notices (CPN) and will eventually consider Criminal Behaviour Orders (CBO) when applicable, aimed at tackling the more persistent offenders. A quick summary of these tactics is:

- Community Protection Warning (CPW) – a formal warning by officers to a perpetrator stating that a *Community Protection Notice* will be issued if the behaviour continues
- A Community Protection Notice (CPN) - can be issued against a persistent anti-social behaviour perpetrator and the failure to comply can lead to sanctions. Failing to comply with a CPN is a criminal offence. On conviction, a magistrates' court (or youth court if the perpetrator is aged 16 or 17) has a range of options including, a fine, ordering the perpetrator to carry out remedial work, make a forfeiture order requiring any specified item be handed over to the police, local authority or designated person or order the seizure of specified items
- Criminal Behaviour Order (CBO) – is available on conviction for any criminal offence aimed at tackling the most persistent offenders and can be used to address anti-social behaviour.

5.31 As well as the decline in reports in Norfolk, 6 out of the 7 neighbouring forces also reported significant declines in hare coursing reports in recent years. Anecdotal evidence suggests that Norfolk has become an unpopular place for this type of offending.

5.32 Norfolk Police continues to seize dogs involved in the activity and enhanced management of this process has enabled rehoming and an associated reduction in the costs incurred to police using this tactic. The Constabulary is also now able to apply to the courts for kenneling costs upon a conviction.

5.33 The Constabulary continues to be actively involved in the management of rural crime, recognising the significant impact crimes such as GPS theft has on the rural farming community. Locally, Operation Huff is the police response to preventing and detecting GPS theft. The Operation Randall team sit on regional and national working groups for rural crime and equipment theft working alongside partner agencies such as NAVCIS (the National Vehicle Crime Intelligence Service – they coordinate a response around vehicle finance crime) and “ACE Opal” (A New Specialist Police Unit to target Construction Plant & Agricultural Machinery theft) to identify best practice to support the policing response.

5.34 “Dogs worrying livestock” is a persistent issue reported to the Constabulary. Officers have worked closely with rural partners such as the National Farmers Union (NFU) to encourage reporting. The issue of livestock worrying is often

raised at the CRAG (Community Rural Advisory Group) and collective solutions are sought to improve incident reporting. The Operation Randall team review all crimes and seek to provide expert witness statements for court cases where required. Early contact is made with the Crown Prosecution Service (CPS) for these investigations and the gathering of victim impact statements assists with understanding the effect on affected farmers.

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

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

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

6.2 The data in the tables below provides an insight into the demographics of those on the Integrated Offender Management (IOM) Scheme and the number police are tracking who are still at risk from being involved in criminality.

Area	Indicator	April 2022 only
Prevent offending	Persons on IOM scheme	126
	Age: Under 18	0%
	Age: 18 - 24	23%
	Age: 25 - 34	35%
	Age: 34 - 49	37%
	Age: 50+	5%
	Gender: Male	88%
	Gender: Female	22%
	Ethnicity: White	93%
	Ethnicity: Black	6%
	Ethnicity: Unknown	1%
	Persons on IOM scheme managed in community (i.e not currently at HMP)	68

Area	Indicator	March 2022 only
Prevent offending	Percentage of persons on IOM scheme that have committed offences in previous month	4%
	Breaches by persons on IOM scheme	17

6.3 The Joint Norfolk and Suffolk Integrated Offender Management Team works with the county’s Probation Service Delivery Units and other agencies to reduce the risk of a scheme member returning to criminality. The IOM scheme currently focuses on three groups of individuals:

- Those under statutory supervision for Robbery, Burglary and Vehicle Crime offences
- A flexible cohort which extends this to other similar crime types
- A group which supports females and their different criminogenic needs.

6.4 Cohort members will normally be over eighteen unless transitioning from Youth Justice Services at seventeen and a half. Studies have shown that statistically, most offenders will reduce offending with age but the high number of service users on the current scheme over 34 years old, demonstrates that a small minority struggle to change their criminal lifestyles.

- 6.5 Individuals on the scheme will have been identified as having a high risk of reoffending. By assisting them with access to housing, benefits/employment opportunities and the drug and alcohol treatment agencies, as well as working to find positive social activities for them to participate in, the scheme aims to divert them away from criminal activity.
- 6.6 There is also a responsibility on police and partners to prevent offending by taking proactive steps to stop someone in their tracks if they are engaging in behaviour that is indicative of an immediate return to criminal activity.
- 6.7 IOM offenders will have increased frequency of supervision by agencies involved in their rehabilitation.
- 6.8 The enhanced partner information sharing alongside police crime and intelligence systems means that officers are often instrumental in identifying where risk of reoffending has increased, where safeguarding for victims is required or where license conditions are being breached. In these circumstances the team will work together with the Probation Service to ensure that enforcement decisions are considered swiftly and appropriately.
- 6.9 As a scheme, moving forward in partnership with the Office of the Police and Crime Commissioner, the team will work on identifying gaps in service provision, and look to find commissioning opportunities to meet those needs.

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

- 6.10 Whilst safeguarding and the identification of risk is part of the policing response at all stages, from control room to attending officer, Norfolk Constabulary has a specialist command, Safeguarding and Investigations (S&I) that leads the day-to-day oversight around the management of these matters.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Section 47 Strategy discussions (Child protection)	4,160	4,185	Data not available	-0.6%	Not applicable
	Section 42 Planning discussions (Adult protection)	1,575	1,468		7.3%	
	Open Child exploitation cases - High Risk	68	75	37	-9.3%	83.8%
	Open Child exploitation cases - Medium Risk	321	330	285	-2.7%	12.6%
	Child Exploitation screenings	783	836	727	-6.3%	7.7%

- 6.11 The data in the table above demonstrates the number of risk management discussions specialists within S&I are involved in. The data covers from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021.
- 6.12 The Section 47 and 42 discussions take place when police or another agency identify a person or child may be at risk of abuse or neglect. The data on the number of child exploitation screenings and associated risk gradings, set out in the chart above, indicates the significant number of serious cases police and partners are overseeing.
- 6.13 Over time tracking this data will help monitor the scale of the issue alongside considering the impact of any interventions. While at this stage the data is heavily influenced by the impact of Covid-19 and the return to normality, it is anticipated that the true underlying trend will emerge in the coming months.

- 6.14 Set out below is an update on three key pieces of work in this area:
- Countywide Community Safety Partnership (CCSP) work against its strategic priorities
 - Norfolk Safeguarding Children Partnership
 - Norfolk Safeguarding Adults Board.
- 6.15 During this quarter Norfolk Constabulary has worked with the CCSP on several matters:
- The development of partnership strategies focusing efforts on tackling domestic abuse and sexual violence. Within this priority area the Constabulary has offered the data and learning from its roll out of the Safer Streets online tool where members of the public have highlighted where they feel unsafe in their neighbourhoods
 - Supported the Governments 'Enough' Campaign focused on changing attitudes in relation to Violence Against Women & Girls. Work included distributing marketing material, social media messaging and senior officer interviews on local radio and in print media
 - Activity continues around Project ADDER with the police chairing the meetings of the "County Line" Strategic Group. Work is focused on interventions to help those at risk of exploitation through drug and alcohol dependency
 - Continuing support to the work of the Norfolk Anti-Slavery Network to help develop an understanding of slavery incidents within Norfolk and to develop a partnership response.

Norfolk Safeguarding Children Partnership

- 6.16 This group brings together the local authorities, police and health alongside other local agencies and the voluntary sector to ensure children are protected and their welfare promoted.
- 6.17 Norfolk Constabulary chairs the Vulnerable Adolescent Group. The group has continued to work on its delivery plan, which is designed to coordinate efforts to raise awareness of child exploitation, safeguard those at risk and identify and prosecute perpetrators.
- 6.18 In this quarter the group has worked with the Youth Endowment Fund to introduce a fully funded neighbourhood project into Great Yarmouth. This will be a locally designed scheme focused on preventing young people from being exploited for criminal or sexual purposes.
- 6.19 Specialist officers have continued to work with partners on the Neglect Strategy Implementation Plan, helping to develop understanding of neglect within families, including that of adolescent neglect, and promoting best practice across the whole partnership.
- 6.20 In this quarter police have assisted partners to review the "Graded Care Profile", which is a tool used to comprehensively assess neglect within families.
- 6.21 Officers are also now introducing the use of conditional cautions, in certain circumstances, to improve the situation in families rather than taking a punitive approach.

Norfolk Safeguarding Adults Board

6.22 In the last quarter the Constabulary has worked with partners to:

- Developed a method of working around complex cases that brings together senior managers from across the partnership where normal working practices cannot resolve the situation. For example, a case might involve a domestically abusive relationship in which one or both partners may have both physical care needs and mental health difficulties
- Continuing with the work to ensure better knowledge and awareness of the Mental Capacity Act. This included contributing to the design of a workforce survey to inform current knowledge levels. The results of the survey will inform the future design of learning resources for officers.

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

6.23 In addition to the work of the IOM highlighted above, the constabulary's Public Protection Unit (PPU) oversees the risks and management plans around registered sex offenders.

6.24 Within the Multi-Agency Safeguarding Hub, with the help of Police and Crime Commissioner funding, a two-year pilot of a Domestic Abuse Perpetrator Partnership Approach (DAPPA) has been established. DAPPA aims to create effective multi-agency risk management plans around domestic violence offenders. The scheme was operational from September 2021 and has a dedicated budget to implement bespoke individual behavioural change programmes to reduce the risk of a person reoffending.

6.25 The data in the table below will be monitored to inform the development of the work of the DAPPA pilot.

Area	Indicator	September 2021 - March 2022
Prevent offending	Perpetrators on DAPPA	16
	Perpetrators referred to Change	4
	Referrals made into DAPPA	4
	Meetings held	126
	Domestic Violence Disclosures (Clare's Law) prompted by DAPPA	17

6.26 In order to protect the effectiveness of the work undertaken to manage sex offenders only a high-level brief is provided.

6.27 The work evolves around evidence-based risk management processes working with the National Probation Service.

6.28 The purpose is to prevent re-offending and safeguard the public. In a response to the national increase in the numbers of offenders having to be managed (due to an increase in successful prosecutions) the PPU develops plans around specific areas of concern such as on-line offending.

6.29 The PPU works closely with other police teams across the county.

- 6.30 Reoffending rates remain low, 2% of registered sex offenders have been recalled to prison for breaching the terms of their release, and 2% have been dealt with for re-offending.

Domestic Abuse Perpetrator Partnership Approach (DAPPA)

- 6.31 The DAPPA team continue to manage perpetrators within the community with the first perpetrator now working with a bespoke commissioned service.
- 6.32 Perpetrators connected with victims deemed at high risk through multiagency risk coordination will also be referred for the behavioural change programme.
- 6.33 Whilst it is too early to look at reoffending rates the feedback from partner practitioners involved in the multiagency process has been very positive with many emphasising the benefits around greater information sharing.

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

- 6.34 The Norfolk Constabulary Managing Offenders Subgroup scrutinises the management of those responsible for offending across the county, ensuring crimes are detected, appropriate outcomes for victims are secured and offenders are diverted to prevent future offending.
- 6.35 Current workstreams ensure opportunities are maximized to promote positive outcomes. These include the provision of Restorative Justice, where the Restorative Justice Team works with both Victims and Offenders, and Out of Court Disposals (OCD) where a two-tier system is being introduced in a phased manner across the Constabulary.
- 6.36 This system will ensure diversionary activities are used for offenders to prevent re-offending and support rehabilitation.
- 6.37 The data in the chart below covers from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021. will be tracked over time to provide an overview of the number of out of court disposals utilised and the opportunity to utilise diversionary schemes.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Out of court disposals (All crime)	4.1%	4.8%	5.2%	-0.7p.p	-1.1p.p
	Referrals to Diversion schemes (Outcome 22)	0.6%	0.7%	Data not available	-0.1p.p	Not applicable

Out of Court Disposals

- 6.38 Out of Court Disposals are a range of methods that can be used to deal with low level crime committed predominantly by first time offenders without having to refer the matter to court.
- 6.39 The government is introducing legislation to reduce the number of Out of Court Disposals to just two options (conditional caution and community resolution). In advance of this legislative change, the Constabulary has implemented a phased roll out of these options across the county. To recap:
- **A community resolution** - is used for low level matters where the offender accepts responsibility and where it is likely the victim has agreed that they do not want a more formal outcome. It is believed

that by making offenders take responsibility to confront their behaviour and its impact, there is a reduction in the likelihood of reoffending. Resolutions can include such outcomes as the offender being advised on their conduct, the offender writing an apology letter or taking part in some form of reparation. It is anticipated that this type of outcome will be considered around cases of minor criminal damage, anti-social behaviour, small value theft and minor assaults without injury

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

6.40 An Offender Diversion Team, supported by funding from the Office of the Police and Crime Commissioner, has been created to support officers, victims, and offenders with this new process. In addition, an on-line intervention hub is available that can schedule cognitive behavioural therapy on any digital smart device and is suitable for all learning styles. A range of courses are available for offenders linked to the offence they have committed or their identified rehabilitative needs. The structured learning helps users develop their skills and knowledge to avoid further offending.

6.41 The first phase of OOCd took place in Great Yarmouth starting in September 2021. This was followed by North Norfolk, Broadland, and South Norfolk in March 2022. In June 2022 Norwich, Breckland and Kings Lynn will be the final areas to implement the approach. An evaluation is underway to consider reoffending rates, number of breaches, and the efficiencies of the process. The data below has been obtained directly from the Offender Diversion Team to provide an interim update on progress.

OOCd Phase 1- Sept 21 & Phase 2 – March 22	Jan 2022	Feb 2022	Mar 2022	Total
Total Conditional Cautions Completed	37 (30 – GY Area)	36 (21 – GY Area)	67 (33 – GY , NN , Broadland & SN Area)	140
Breaches	2	5	10	17
Referrals to Red Snapper	18	25	31	74

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

- 6.42 The number of young people, aged between 10-17 years, entering the criminal justice system has continued to fall when reviewing data supplied by the Youth Justice Board. The latest Norfolk figure of 120 per 100,000 is lower than the Eastern Region (133) and lower than the average for all England and Wales (154).
- 6.43 Between November 2021 and March 2022, 120 young people have been referred to the Norfolk Youth Offending Team (YOT), 80 received a Challenge 4 Change (C4C) outcome and 25 received a Community Resolution. C4C outcome 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, which focuses on changing their behaviour to help reduce the likelihood of further offending.

Out of Court Disposal Panel

- 6.44 An established Out of Court Disposal Panel has been developed following a pilot in the Norwich District and has been a key factor in securing the reduction in First Time Entrants (FTE) to the Criminal Justice System.
- 6.45 Representatives from YOT, police, and other agencies attend on a weekly basis to assess suitable cases to consider whether a diversion option is likely to be more effective, or whether a Youth Caution / Conditional caution or court appearance are necessary and appropriate.
- 6.46 The objective of the diversionary approach is to maximise the opportunity for young people to avoid being unnecessarily criminalised and to prevent future offending.

Area	Indicator	November 2021- March 2022
Prevent offending	Juveniles referred to Out of court disposal panel	120
	Juvenile outcomes from Out of court disposal panel	
	Returned to Police	3
	Children's services	3
	Other services	3
	Community Resolution	25
	Challenge 4 Change	80
	Youth Caution	12
	Youth Conditional Caution	8
	Other outcomes	11

7. Pillar 5 – Strategic Priority of ‘Support Victims’

- 7.1 Under Pillar 5 there are six objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Improving the provision of entitlements set out in the Victim's Code of Practice

7.2 The Code of Practice for Victims of Crime (often referred to as VCOP or the Victims Code) is a statutory code that sets out the expectation of the minimum service level a victim should receive from the criminal justice system. In April 2021 a revised edition of the code was launched. The main changes included:

- Rationalising the code to focus on 12 key areas or rights, for the victim
- Allowing the victim to decide the frequency around when they would like updates
- Ensuring a rationalisation of contact points so victims know who to speak with about their case
- Empowering officers and staff to have more discretion as to when it would be appropriate to record a Victim's Personal Statement (VPS)
- A greater emphasis on explaining to the victim why a decision was made.

7.3 Its introduction should drive up the standard of victim care offered by the police and other agencies involved in the Criminal Justice process.

7.4 The data presented below is the result of the current manual dip sampling audit process. The results are used to identify and address local learning with the eventual aim being to drive up standards across the board. There are a variety of audits undertaken across the organisation and results can vary so each data capture is a snapshot of the crimes reviewed in that period. However, performance oversight in time will improve in line with the work outlined below.

Area	Indicator	January 2022 - March 2022
Supporting victims	Receipt of written acknowledgement	56.4%
	Recording of needs assessment	70.1%
	Referrals to support service within 2 days of the crime being recorded	40.9%
	Provision of information about the progress of their case	86.0%
	Provision of information about the investigation and prosecution	70.1%
	Offer of a Victim Personal Statement (Initial stages)	27.0%
	Offer of a Victim Personal Statement (Post-charge)	100.0%
	Making of a Victim Personal Statement (Initial stages)	8.6%
	Making of a Victim Personal Statement (Post-charge)	30.0%
	Provision of information about the trial, trial process & your role as a witness	78.6%
	Provision of information about the outcome of the case and any appeals	84.9%
	To make a complaint about your rights not being met (Total recorded)	32
	To make a complaint about your rights not being met (VCOP only)	0
	Provision of information on the Victims Right to Review scheme	17

Area	Indicator	January 2022 – February 2022
Supporting victims	Provision of information about compensation	95.5%

*The data is displayed in two different tables due to the date ranges of the audit process

- 7.5 The Constabulary is expecting the imminent launch of a new digital VCOP dashboard which will allow users to review each right within the plan and in turn the related compliance levels. This will facilitate performance information to a district and potentially individual officer level. The result its hoped will enable targeted support, training, and performance management where required.
- 7.6 During the quarter, in discussion with the Office of the Police and Crime Commissioner for Norfolk and Norfolk and Suffolk Victim Care, through the Supporting Victims Subgroup, a communications strategy has been developed that will prioritise the areas where performance improvement is most needed. At present the priority areas for the subgroup are Victim Personal Statements (VPS) and the completion of needs assessments (a personalised review of what support services a victim may require based predominantly on their vulnerability).
- 7.7 It is hoped that the embedding of the needs assessment within the crime recording process will mean that officers will document the relevant information when they speak with the victim to capture the details of the incident, further assisting compliance rates.
- 7.8 Considerable engagement with staff has taken place to spotlight an individual's personal responsibility in delivering excellent service to victims. This has taken the form of emphasising the victim's voice using case studies. This is part of the measures to help drive up overall standards against the VCOP measures.
- 7.9 Work has also begun to better understand those individuals who find themselves being a repeat victim. The initial analysis taking place will focus on the likely crimes these individuals are subjected to with the aim being that preventative measures could developed to reduce the risk of someone being a victim again in the future.
- 7.10 The Constabulary is also working closely with colleagues at a regional and national level to improve the provision of entitlements set out in the VCOP. This includes work to ensure the accessibility of information to those who are non-English speakers or those who may have learning difficulties or disabilities which affect their ability to read.

Objective 2: Deliver high quality investigations to support the right outcomes for victims

- 7.11 The Constabulary has a long running investigations improvement plan called "Operation Investigate".
- 7.12 The work was first originated in 2018/19 when the Constabulary recognised that with changes in the demography and training of front-line police officers aligned

to changes in crime demand had left a knowledge and experience gap that needed to be addressed. Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) confirmed this issue in their 2018 PEEL inspection of crime data integrity.

- 7.13 Since its start the work has evolved into a longer-term drive to improve the service to the victim as well as enhance the investigation opportunity at all stages of the process.
- 7.14 Within this update the Constabulary will provide an update on the significant developments from the last quarter.
- 7.15 In the first three months of the year the focus has been on a series of day-long training sessions for Sergeants and Inspectors to enable them to improve investigative standards within their own teams through enhanced supervision.
- 7.16 The programme included lectures on evidence-led prosecution in domestic abuse cases delivered jointly by Police and Crown Prosecution Service (CPS) senior leads. The events were also an opportunity for supervisors to feedback. This led to several working practice changes to enable supervisors to spend more time with their teams.
- 7.17 Between January and March additional specialist training was provided to a small team designed to test alternative approaches to domestic abuse victims who find it difficult to provide evidence to police.
- 7.18 Auditing of crime investigations show that the process of effective supervision is now well-understood with most investigations receiving regular attention from managers.
- 7.19 All findings from any audit are reported to the Investigations Improvement Board. This ensures the coordination of effort, and the sharing of good practice.

Objective 3: Work in partnership to commission effective services that support victims of high harm crime

- 7.20 The OPCCN is working extensively with partners to commission services for victims of crime, as follows...
 - ✓ Norfolk and Suffolk Victim Care – jointly commissioned with the Office of the Police and Crime Commissioner for Suffolk.
 - ✓ Norfolk Integrated Domestic Abuse Service – jointly commission with Norfolk County Council, Broadland District Council, Norwich City Council and South Norfolk District Council.
 - ✓ The OPCCN continues to work with partners, including health partners to join up commissioning for support services for victims of sexual violence; ensuring that services are not duplicated and there are effective access routes to services.

Objective 4: Implement and develop the Norfolk integrated Domestic Abuse Service (NiDAS) and review the provision of services for sexual violence victims

- 7.21 NIDAS was rolled out in January 2022 and has been in implementation and development phase since.
- 7.22 As NIDAS incorporates the previous high risk domestic abuse service for Norfolk, priority has been given to supporting this client group to be safe from harm.
- 7.23 During this period there have been several developments as follows...
- development of NIDAS operating model, policies and standard operating procedure.
 - development of NIDAS branding and communications strategy, including the website.
 - establishing and communicating referral pathways with professionals and residents who may require the service.
 - providing target hardening measure to high-risk victims.
 - development workshops for the Norfolk Domestic Abuse Champion Network members.
- 7.24 Over the last six months the OPCC has been awarded additional funding to be utilised to strengthen the NIDAS service. In addition to strengthening capacity to support high and medium risk clients and children, specialist workers to develop and provide support for black, asian and minority ethnic (BAME) clients and LGBTQ+ clients are now being recruited to the service. These specialist workers will work with by and for organisations to tailor the provision available.
- 7.25 In the first full quarter of the service operating (April-June), there were a total of 909 new referrals, with 1301 clients being in service.
- 7.26 Of the 909 new referrals, almost a third were in the 26-35 (age group), and over half of new referrals were for clients below the age of 35. In addition, 393 clients had children and 26 were pregnant.

Objective 5: Improving victim's experience of the criminal justice system and raise confidence to report crimes

Norfolk and Suffolk Constabularies				
Area	Current workload	Average case per WCO (Current average)	Civilian Victim and Witnesses supported (May 2022 only)	Non-civilian Witnesses supported (May 2022 only)
Supporting Victims	Crown Court Team			
	906	78.1	5378	8324
	Magistrates Courts Not Guilty Anticipated Pleas Team			
	647	50.5	1853	2366
	Magistrates Courts Guilty Anticipated Pleas Team			
	968	121	1057	5018

Current workload, average case per WCO and civilian victim and witnesses and non-civilian witnesses supported by Victim and Witness Team

- 7.27 The Joint Justice Command (JJS) oversees the management of victims and witnesses waiting to attend court. The JJS's Victim and Witness Care Team (VWCT) facilitate the support to ensure those involved in criminal cases receive dedicated and personalised contact as required.
- 7.28 Each criminal case that goes to court is allocated to a Witness Care Officer (WCO), who will provide those involved with updates.
- 7.29 If a person is required to give evidence at court, a WCO will provide practical assistance, such as help with transport.
- 7.30 The team works closely with agencies such as the Crown Prosecution Service, Witness Service, and the Courts, and can refer victims and witnesses to other support options, for example those partners supporting young witnesses or domestic abuse victims.
- 7.31 The data in the table above provides a snapshot of the current workloads being managed by WCO's. Cases are allocated depending on whether, at the first listing in the Magistrates Courts, it is anticipated that the defendant will plead guilty, or not guilty or whether, because of the seriousness of the offence, the case will be heard in the Crown Court.
- 7.32 The court backlogs caused by the pandemic have extended the time a case takes to be heard. This in turn means that WCO's are managing contact with those involved for longer periods of time. The National Police Chiefs Council has estimated an increase in workload of Victim and Witness Care teams of 65% or more.
- 7.33 To address the issue and ensure victims get an appropriate service, 11 full time equivalent additional posts have been funded locally with support from the Office of the Police and Crime Commissioner. This funding is in place up to and including the financial year 2024/25.
- 7.34 Other work to improve victim support includes:
- A specialist WCO is being recruited who will act as a single point of contact for vulnerable or intimidated victims and witnesses who wish to give their evidence using 'special measures', such as from behind a screen, via video link or through an intermediary
 - Victims will soon have the option to complete their Victim Personal Statement online.

Objective 6: Safeguarding vulnerable victims of crime and ASB

- 7.35 The data tables presented below give an overview of demand and trend indicators across the various measures. The data covers from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021. Over time they will allow the constabulary to monitor the allocation of resources and deploy additional support to areas of emerging or persistent risk.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Supporting victims	High Risk ASB – County	16	7	9	128.6%	77.8%
	Domestic abuse crimes – Risk assessment: High	931	885	857	5.2%	8.6%
	Domestic abuse crimes – Risk assessment: Medium	4981	4676	4075	6.5%	22.2%
	Domestic abuse crimes – Risk assessment: Standard	2962	3334	3016	-11.2%	-1.8%
	Domestic abuse incidents – Risk assessment: High	92	94	96	-2.1%	-4.2%
	Domestic abuse incidents – Risk assessment: Medium	1848	1858	1791	-0.5%	3.2%
	Domestic abuse incidents – Risk assessment: Standard	4064	4529	4867	-10.3%	-16.5%
	Domestic Violence disclosures (Clare's Law)	752	643	540	17.0%	39.3%
	Child sex offender disclosures	98	91	83	7.7%	18.1%
	SARC – ISVA supported clients	883	762	742	15.9%	19.0%

High Risk ASB Non-crimes by district, Domestic abuse crime and incidents by initial risk assessment (DVDs/CSODS/SARC)

- 7.36 The number of domestic abuse cases graded as high or medium risk is on the rise.
- 7.37 Safeguarding work is always completed for high-risk cases on the day the matter is reported to police.
- 7.38 A final risk grading is a subjective decision based on the experience of the assessor. The range of potential risk within the medium grade category can sometimes hinder the identification of the more serious cases. In response to this, the Constabulary is working to develop an algorithm, that will highlight those more significant cases to prioritise.
- 7.39 The Directorate has worked very closely with the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and other partners to ensure the successful launch of the Norfolk Integrated Domestic Abuse Service (NIDAS). NIDAS is an innovation for 2022 bringing together victim support services across the county under one umbrella. There are two benefits to this approach:
- After the initial assessment, it ensures that the most appropriate service is provided to the victim
 - By avoiding the risk of duplication, that the team offer the service to its full potential, ensuring the maximum number of referrals can be supported.
- 7.40 NIDAS is based within the Multi-Agency Safeguarding Hub where Police, Children and Adult Social Care, and other agencies oversee the risk management plans.
- 7.41 The Constabulary has created a Civil Orders Working Group to collate knowledge regarding the wide range of orders available to look to guide staff around best practice when advising victims.
- 7.42 The Sexual Assault Referral Centre (SARC) continues its important work of delivering a service to victims of serious sexual assault from the initial point of

contact through potentially to attending court. The service is built around the work of the Independent Sexual Violence Advocates (ISVA). Targeted work has taken place to improve the contact with harder to reach groups working with partners such as the Terrence Higgins Trust and the Norfolk LGBTQ+ Project. The team have also provided training to charities working within the Black Asian Minority Ethnic (BAME) communities.

- 7.43 The Constabulary has a documented process map for addressing anti-social behaviour (ASB) to ensure staff have best practice guidance available to them when advising a member of the public.
- 7.44 All calls to the Police Control Room regarding ASB are recorded and assessed. Those where there is a significant risk will be prioritised for an attendance.
- 7.45 All reported ASB cases have a secondary risk assessment carried out by the District Operational Partnership Team supervisors and the current policy is that any case that remains high risk following this secondary risk assessment requires immediate safeguarding and mitigation of the risk, which is then documented within the investigation enquiry log.
- 7.46 The increase in high-risk anti-social behaviour cases in year 2021-22 may have been caused by additional training given to frontline staff, during the pandemic, encouraging them to identify risks and vulnerabilities more effectively and to consider safeguarding at the earliest opportunity.
- 7.47 All high risk ASB cases are managed through the district based Operational Partnership Teams (OPT). OPT teams are required to update on the progress around any high risk ASB cases at the monthly Force wide Tasking and Coordination Group (TCG) process. Where issues indicate a longer-term solution is required a problem-solving plan will be created with OPT staff working with local Neighbourhood Policing Teams and sometimes other agencies.
- 7.48 A team of dedicated Problem-Solving Advisors has been created within the Community Safety Team. This team carry out regular scanning of ASB cases to identify those that would benefit from a problem-solving approach and are currently scoping good practice across the country.

8. Pillar 6 – Strategic Priority of ‘Stronger and Safer Communities’

- 8.1 Under Pillar 6 there are five objectives to help deliver on this strategic priority and performance in each of these areas is captured below.

Objective 1: Supporting Road users to be safer on our roads

- 8.2 The table below covers from 01/04/2021 to 31/03/2022 and the long-term average is from 01/04/2018 to 31/03/2021.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Killed/Seriously Injured collisions	385	331	392	16.3%	-1.8%
	Vulnerable Killed/Seriously Injured collisions	186	179	203	3.9%	-8.4%

- 8.3 There has been a decrease in KSI collisions when compared to the long-term average. This is largely due to the effects of the Covid-19 lockdown reducing traffic on the roads in 2021 which is still part of the 12-month figures.
- 8.4 Traffic volumes has increased following the ending of lockdown restrictions and KSIs and vulnerable KSIs have increased in comparison to the previous 12 months. It is anticipated that the rolling 12-month KSI figures will gradually increase as a result.
- 8.5 Through analysis and consultation at the Road Safety Performance and Tasking Group the below three collision hotspots have been identified and targeted through tactical plans which have included, as an example, the prioritisation of engineering works at Billockby.

Table below: Killed/seriously injured hot spots based on 3 or more collisions in a 30-metre radius.

Feb-22	A1064 Main Road J/W, B1152 Main Road, BILLOCKBY, (W3W – Settins.Visa.Roughest)	<i>Severity score = 4 (4 slight)</i> Collisions occurred predominantly on Friday, Saturday and Sundays in the afternoon between 14:00 and 17:00. All collisions involved an elderly driver (not always the driver at fault), and the collisions were caused by vehicles pulling out of the junction into the path of another vehicle.
Mar-22	B1146 Dereham Road J/W, Hempton Road, FAKENHAM, (W3W – Topics.Palaces.Took)	<i>Severity score = 4 (4 slight)</i> Collisions occurred predominantly on Thursdays in the afternoon/early evening, no particular time, and in wet/damp road conditions. The main cause of collisions were caused by vehicles pulling out of the junction. failing to give way.
Mar-22	B1108 Earham Road J/W, Gipsy Lane J/W, Earham Green Lane, NORWICH, (W3W – Divisions.Slice.Wiping)	<i>Severity score = 4 (1 serious, 2 slight)</i> Collisions occurred predominantly on Tuesdays or Fridays between 15:00-16:00. All collisions involved young drivers (however none at fault), and 2 out of 3 of the collisions involved cyclist/motorcyclist. The main cause of collisions were caused by vehicles failing to give way to cyclists when leaving the roundabout.

- 8.6 The Norfolk Road Safety Partnership (NRSP) is a strategic alliance of key partners within the county that work together to support casualty reduction and promote safe use of the roads.
- 8.7 Recently the NSRP has approved funding bids for the 2022/23 financial year supporting:
- Continuing the Young Driver Education Co-ordinator (YDEC) post – This role focuses on delivering road safety awareness training in schools targeting 15–19-year-olds.
 - Road Casualty Reduction Team (RCRT) – A team of police motorcyclists prioritising work around education and enforcement with a focus on vulnerable road users.
 - A Commercial vehicle Unit (CVU) – A team of police officers prioritising work around education and enforcement concerning commercial vehicles (safe driving; safe carriage; safe condition; denying criminal use of such vehicles)
- 8.8 In February the Constabulary supported the national campaign to target those using a phone whilst driving.

- 8.9 On the 16th of February traffic officers along with colleagues from the RCRT and other key partners conducted a day of action targeting poor driving standards and unsafe road vehicles. During the event 49 vehicles were stopped, 41 offences were identified and addressed, 2 vehicles seized, and 13 vehicles were prohibited (prohibition places a sanction on a vehicle either preventing its immediate use or directing a course of action be taken within a period to make the vehicle safe. Professional driving hours issues are also covered by this power).
- 8.10 The young person safety campaign to raise awareness around the “blind spots” on large vehicles continues with events at numerous educational establishments planned for the spring and summer months.

Fatal 4 - Traffic Offence Reports (TORs)

2022	<i>Driver using Mobile</i>	<i>Seatbelt</i>	<i>Officer detected speeding</i>	<i>Camera detected speeding</i>	<i>All other Traffic Offence Reports (Officer detected)</i>
Jan	4	45	144	4279	506
Feb	10	48	158	3335	495
Mar	24	115	166	4883	620
Total	38	208	468	12497	1621

- 8.11 The table above sets out the number of traffic offence reports issued by members of the Roads and Armed Policing Team (RAPT) during the first quarter of the calendar year.
- 8.12 The NRSP operational group are currently scoping the use of existing CCTV to collate data on vehicle speeds and behaviours to enhance the virtual reality training environment created to help enhance the young driver educational programmes.
- 8.13 The Safety Camera Partnership continues to support road safety with the introduction this year of two new community enforcement vans, one based in Great Yarmouth and the other at Fakenham.

Objective 2: Working with partners and communities to prevent crime and harm

- 8.14 Since the sharp increase in anti-social behaviour incidents (ASB) in the very early stages of Covid-19 lockdown (April and May 2020), there has been a downward trend in ASB incidents for all categories. At the start of the pandemic in 2020, reports from the public were high in relation to concerns about activity in the community. These ranged from reporting breaches of Covid-19 legislation through to lower-level concerns often relating to nuisance behaviour from neighbours whilst the country was under full lockdown measures. Whilst breaches of Covid-19 legislation were recorded as public safety incidents rather

than ASB, it is likely that the reporting of these lower-level nuisances caused ASB numbers to peak overall.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	ASB Environmental	573	1334	1010	-57.0%	-43.3%
	ASB Nuisance	7644	9830	9283	-22.2%	-17.7%
	ASB Personal	2000	3130	3576	-36.1%	-44.1%
	Burglary Residential	1322	1442	1812	-8.3%	-27.0%
	Solved	114	135	161	-15.6%	-29.2%
	- % solved	8.4%	8.9%	9.1%	-0.5p.p	-0.7p.p
	Vehicle crime	1402	1463	1892	-4.2%	-25.9%
	Solved	129	159	184	-18.9%	-29.9%
	- % solved	9.2%	10.9%	9.7%	-1.7p.p	-0.5p.p
	Theft of Vehicle crime	594	536	681	10.8%	-12.8%
	Solved	80	79	100	1.3%	-20.0%
	- % solved	13.5%	14.7%	14.7%	-1.2p.p	-1.2p.p
	Theft from Vehicle crime	808	957	1211	-15.6%	-33.3%
	Solved	49	80	84	-38.8%	-41.7%
	- % solved	6.1%	8.4%	7.0%	-2.3p.p	-0.9p.p
	Arson and Criminal Damage	7089	6689	7397	6.0%	-4.2%
	Solved	733	836	914	-12.3%	-19.8%
	- % solved	10.3%	12.5%	12.4%	-2.2p.p	-2.1p.p
	Robbery	344	307	394	12.1%	-12.7%
	Solved	44	48	57	-8.3%	-22.8%
	- % solved	12.8%	15.6%	14.6%	-2.8p.p	-1.8p.p
	Hate crimes	1426	1347	1251	5.9%	14.0%
	Solved	162	166	167	-2.4%	-2.9%
	- % solved	11.4%	12.3%	13.3%	-0.9p.p	-1.9p.p

- 8.15 There had been a downward trend in Vehicle crime prior to the Covid-19 pandemic and this continued through 2020. In the last 12 months, volumes have stabilised a little, showing just a -4.2% decrease compared to the previous 12 months. Worthy of note, in the west of the county, the 'Operation Moon-shot' Team have run three separate operations targeting vehicle crime offenders over the last three years. This has resulted in a number of convictions and a significant number of stolen vehicles being recovered.
- 8.16 Similarly, volumes of arson and criminal damage and robbery decreased following the onset of social restrictions linked to the Covid-19 pandemic. However, these have increased in 2021/22 as social restrictions have continued to relax. Volumes of Arson and Criminal Damage are only -4.2% below the long-term average. It is expected that volumes will continue to increase into 2022/23.
- 8.17 Hate crime reporting increased following the commencement of social restrictions linked to Covid-19 and while volumes have fluctuated, since then they have not returned to pre-pandemic levels. Efforts continue to be made by officers and staff to encourage reporting from victims of 'hidden' crimes, and those from parts of the community who may not typically report crime.
- 8.18 With the easing of the social restrictions linked to the Covid-19 pandemic, the Constabulary's traditional methods of in-person consultation and engagement with partners and communities have resumed. However, where possible, the Constabulary has also continued to maximise the use of online engagement opportunities. The efforts here are to ensure police are working collaboratively to identify, understand and address neighbourhood crime and antisocial behaviour issues.

- 8.19 On a fortnightly basis the district police commanders will meet to review emerging crime trends across the county and consider the appropriate tactical responses. This meeting also allows managers to bid for specialist resource support.
- 8.20 As befits such a serious crime, all reported robberies are reviewed by a detective sergeant. Where the result of that assessment is that the victim is vulnerable or the investigation complex, the matter will be allocated to a detective team. In other cases, other locally based teams may be asked to investigate supported by suitable guidance.
- 8.21 The commitment to delivering visible and trusted policing has been enhanced through the introduction of the Community Policing Team, a specialist resource which supports local policing teams to address crime and antisocial behaviour priorities through high visibility patrols that are focused on public engagement and targeted crime prevention activity.
- 8.22 During this reporting period the Constabulary has also increased the establishment of specialist crime prevention trained officers and has prioritised training for frontline patrol officers in antisocial behaviour risk identification and management, and evidence-based problem solving. This recognised the vital role frontline staff have in terms of contact with the public getting the policing response right first time to prevent further crime and harm.

Objective 3: Early identification and diversion to the appropriate agencies for those suffering with mental health issues

- 8.23 The Constabulary has established both a strategic and operational oversight of the police response around mental health across the county.
- 8.24 Strategically the Assistant Chief Constable for Local Policing sits as a member of the county level multi-agency steering group (Urgent and Emergency Care Transformation Programme Steering Group) with a work plan focused on improving the response and capability of mental health provision for the benefit of service users.
- 8.25 Within the Community Safety Directorate, The Constabulary has a small Police Mental Health Team that oversee the day-to-day police response around mental health across the county. They work closely with officers and other agencies with the intention of looking to improve the service delivered to those in crisis.
- 8.26 In addition, a team of qualified mental health nurses are based permanently within the Police Control Room providing live-time advice and guidance to officers who are dealing with persons experiencing mental health crisis as well as assisting in engagement with partner agencies.

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Mental Health Act Assessments conducted in custody	157	126	Data not available	24.6%	Not applicable
	Athena investigations tagged for MH team to review	9021	Data not available	Data not available	Not applicable	Not applicable
	Persons detained under sec 136	592	602	521	-1.7%	13.6%
	Section 135 warrants executed	61	91	72	-33.0%	-15.3%

- 8.27 The data above is used to track and review the policing element of the mental health agenda.
- 8.28 The number of people detained by the Constabulary using police powers under S135 and S136 of the Mental Health Act 1983 has decreased over the past 12 months.
- 8.29 There are however still many challenges for policing within the wider mental health system. The ability to access suitable designated places is sometimes difficult due to these specialist suites already being in use and this often results in officers having to default to Hospital Emergency Departments.
- 8.30 The Constabulary has also seen a 24.6% increase in the number of detainees in custody presenting with mental health issues who require a formal Mental Health Act assessment. Locating suitable beds for those who are subsequently identified as requiring hospitalisation has also become increasingly difficult with detainees remaining in police custody on average for 24 ½ hours after the decision is made while this matter is addressed.
- 8.31 Within the community, officers are looking for alternative ways to support those suffering with mental health issues. The numbers of people taken to Emergency Departments by police officers as voluntary attenders specifically for mental health support has increased, and officers are now starting to use the newly introduced Community Wellbeing Hubs and Mental Health Joint Response Car as an alternative pathway.
- 8.32 Police referrals to doctors and local mental health care teams following police contact is also increasing to ensure that earlier intervention opportunities are identified. The Police Mental Health Team are routinely engaged in multi-agency meetings at both individual and system level to identify patterns and trends to improve support and assist in wider system development.

Objective 4: Promote crime prevention initiatives

- 8.33 Crime Prevention as a portfolio is owned on behalf of the Constabulary by the Community Safety Command. The team has delivered numerous crime prevention initiatives and has supported campaigns led by other agencies across the reporting period.
- 8.34 Operation Glade is the Constabulary's response to drinks spiking / spiking by injection. The Constabulary has actively supported the Norfolk and Norwich University Hospital Anti-Spiking Campaign working in partnership with licensees across the county and the Office of the Police and Crime Commissioner. Funding was secured for test kits and training was delivered to

staff working in the licensed trade to raise awareness and improve the response.

- 8.35 The Constabulary Rural Crime Team worked with the Forestry Commission to display signage in locations that are vulnerable to unlicensed music events to serve as a deterrent.
- 8.36 The Constabulary worked with the Environment Agency and the Angling Trust to raise awareness of the coarse fishing closed season which commenced on 15th March, producing communications in several languages warning about the consequences of illegal fishing.
- 8.37 Operation Seabird work continued. This is a joint programme with the Royal Society for the Prevention of Cruelty to Animals (RSPCA) which aims to educate and inform visitors to the coastline to reduce the risk of humans disturbing the environment for wildlife.
- 8.38 During the period significant work has been done on issuing crime prevention advice in relation to fuel thefts and agricultural vehicle GPS thefts.
- 8.39 Following a series of post box thefts in rural areas towards the end of 2021, Rural Crime Teams worked with the Royal Mail and Crimestoppers, making use of local and national media and crime prevention tactics, including trackers and forensic marking. No further post box thefts have occurred since the operation was put in place.
- 8.40 The Safer Schools Partnership Team ran four webinars for parents and professionals in February 2022 to support “Safer Internet Day”. In addition, they also supported the delivery of the Crucial Crew programme. This is a multi-agency safety event for Year 6 pupils, and the input reached around 800 children in the Breckland area in March 2022.

Objective 5: Increasing volunteering opportunities within the community to help policing

- 8.41 Volunteers provide valuable support to the Constabulary across a range of roles including those that carry warranted powers of a Special Constable (SC).

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Special Constabulary establishments	180	170	185	5.9%	-2.7%
	Special Constabulary hours	41,326	47,843	53,441	-13.6%	-22.7%
	Special Constabulary duties	6111	6021	6929	1.5%	-11.8%
	Special Constabulary events	410	256	836	60.2%	-51.0%
	Police support volunteers establishments	109	112	121	-2.7%	-9.9%
	Police support volunteers hours	9651	6585	11,597	46.6%	-16.8%
	Police support volunteers duties	2416	1477	2933	63.6%	-17.6%
	Police support volunteers events	Data not available*			Not applicable	

Establishments, hours, duties and events for Special Constabulary and establishments, hours, and duties for Police support volunteers

*Police support volunteer events are not recorded.

The date range for the Last 12 months was 01/04/2021 – 31/03/2022 unless otherwise noted. The date range for Previous 12 months was 01/04/2020 – 31/03/2021. The date range for the long-term average was 01/04/2018 – 31/03/2021.

Area	Indicator	March 2022 only
Safer and stronger communities	Cadet establishments	105
	Cadet hours	15*
	Cadet duties	15
	Cadet events	2

Establishments, hours, duties, and events for Cadets

*This is a count of activity hours, not hours multiplied by number of Cadets

Area	Indicator	Last 12 months
Safer and stronger communities	Community Speed watch - Schemes	94
	Community Speed watch - Members	842
	Community Speed watch - Letters issued	15,225

- 8.42 During the covid period a number of furloughed Special Constables completed a high number of duty hours supporting local policing teams. With the lifting of restrictions and with people returning to their day jobs there has been a natural return to pre-covid volunteering levels.
- 8.43 Special Constabulary recruitment has been active in the last 12 months via the platform, and June 2022 will see the return of face-to-face interactive recruitment events showcasing the role. Other opportunities will be scheduled for the remainder of the year at various locations across the county.
- 8.44 Recruitment into the regulars from the Special Constabulary continues and it's noted that several applicants apply to join within a few months of starting. This of course causes a turnover but for context, Norfolk has the lowest percentage of leavers in the region and has the highest percentage of those leaving joining the regular Constabulary.
- 8.45 Police Support Volunteer opportunities are re-activating after they were shut down during Covid-19. There has been significant interest in applicants for the "Wellbeing Dogs" initiative, where volunteers will bring their animals into police stations to meet with staff and officers.
- 8.46 The Constabulary has recently employed a Cadet Programme Manager and this role will continue to progress the development of this Youth Engagement project. Norfolk Police currently has 105 cadets with this figure set to rise following lifting of covid restrictions.
- 8.47 The Community Speed Watch (CSW) programme empowers communities to play an active role alongside the Safety Camera Partnership in tackling the problems of speeding in their neighbourhood.
- 8.48 Currently there are 94 active CSW teams across Norfolk with over 800 volunteer members, in the previous 12 months the scheme has sent out 15,225 advisory letters to motorists detected travelling over the speed limit predominantly within rural communities. On average each team deploy two or three times per month.

- 8.49 The CSW Coordinator maintains regular contact with all teams providing support and advice as well as processing all the teams returns and dealing with public enquiries. There are ongoing plans working with Partners (NCC and Norfolk Fire and Rescue) to develop a more impactful advisory letter with links to wider road safety advice.
- 8.50 There is likely to be an increase in the team numbers over the next year with increased interest from communities in starting their own schemes following the COVID Pandemic.

Improving public confidence in policing

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider an overview of how public confidence in policing is being addressed in Norfolk, with a focus on the PCC's Independent Advisory Group and Youth Commission, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 At the Panel's last meeting, on 27 June 2022, the Police and Crime Commissioner (PCC) made reference to his Independent Advisory Group and Youth Commission as a means of involving local people in policing. Following this, the Panel requested a report from the PCC to explain how public confidence in policing is being addressed in Norfolk, with a focus on those groups.
- 1.2 The need to improve public confidence and trust in policing has been a matter of national focus for some time.
- 1.3 In his final assessment of the State of Policing as HM Chief Inspector of Constabulary, Sir Tom Winsor said:

"Public confidence in the police is more than precious, it is essential. The police – our fellow citizens, members of and drawn from communities – depend on public trust and cooperation. When that trust is damaged by cases of flagrant violations, it is essential that public reassurance in the integrity and professionalism of the police is restored and reaffirmed as quickly as possible. The public can and must trust the police."

(State of Policing 2021, The Annual Assessment of Policing in England and Wales 2021, Her Majesty's Chief Inspector of Constabulary, page 33.)

- 1.4 Similarly, in his conclusion to the Final Report of the Strategic Review of Policing, Sir Michael Barber said:

"In the last year alone there have been a number of events that have tested the relationship between the police and the public. The police have been

asked to enforce unprecedented restrictions on civil liberties during the pandemic. They have been challenged over racial disproportionality following the murder of George Floyd. The Metropolitan Police has been rocked by the horrific abduction, rape and murder of Sarah Everard by a serving police officer. Further disgrace came with the conviction of two officers for sharing photographs of murder victims Nicole Smallman and Bibaa Henry.

These events have taken place against a backdrop of longer running tensions and debates about the police use of stop and search, falling crime detection rates and the use of new technologies such as automatic facial recognition. Establishing police legitimacy may be a process of ongoing dialogue, but it is hard to escape the conclusion that we are at a critical point in the conversation.”

(A New Mode of Protection: Redesigning Policing and Public Safety for the 21st Century - The Final Report of the Strategic Review of Policing in England and Wales, The Police Foundation, March 2022, page 170.)

2. Purpose of today’s meeting

- 2.1 The purpose of the item on today’s agenda is to enable the Panel to consider how public confidence in policing is being addressed in Norfolk, with a focus on the PCC’s Independent Advisory Group and Youth Commission.

3. Suggested Approach

- 3.1 Attached at **Annex 1** of this report is an overview of both the Independent Advisory Group and Youth Commission, which sets out their background and current work streams.
- 3.2 Panel Members will also note that performance monitoring information against objectives for pillar 2 of the PCC’s Police, Crime and Community Safety Plan 2022-24 (visible and trusted policing) is included at item 6 on this agenda.
- 3.3 The PCC will attend the meeting to answer the Panel’s questions and will be supported by members of his staff together with the Chief Constable (subject to operational commitments). The Panel may wish to question him on the following areas:
 - a) How the Independent Advisory Group members are linking Norfolk’s diverse communities to the police to maintain and enhance good relationships and effective service delivery;
 - b) Examples of how Independent Advisory Group comments have influenced police policy and procedure;
 - c) How the Independent Advisory Group is improving police communication;
 - d) The impact of the Stop and Search Scrutiny Panel;

- e) The development of the Engagement Network and Community Conversations across the county;
- f) The development of the Working for Women sub group;
- g) How the Youth Commission has influenced decisions about policing and crime in Norfolk;
- h) The Youth Commission's work streams;
- i) How people can get involved in the Independent Advisory Group and the Youth Commission, and how the groups are made accessible to under-represented groups;
- j) How the PCC assesses the impact of the Independent Advisory Group and the Youth Commission and encourages feedback from members about their role.

4. Action

4.1 The Panel is recommended to:

- 1) Consider an overview of how public confidence in policing is being addressed in Norfolk, with a focus on the PCC's Independent Advisory Group and Youth Commission, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

5. Background documents

5.1 [State of Policing, The Annual Assessment of Policing in England and Wales 2021, Her Majesty's Chief Inspector of Constabulary, 10 March 2022](#)

5.2 [A New Mode of Protection: Redesigning Policing and Public Safety for the 21st Century - The Final Report of the Strategic Review of Policing in England and Wales, The Police Foundation, March 2022](#)



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Office of the Police & Crime Commissioner: Improving public confidence in policing

Summary

The Police and Crime Commissioner (PCC) launched his Police, Crime and Community Safety Plan 2022-24 in April 2022

The plan has six pillars, and Pillar 2 of the plan is Visible and Trusted Policing; one of the key objectives detailed is, 'Improving Public Trust and Confidence in Policing'

This report provides an overview of how this is being addressed in Norfolk, with a focus on the PCC's Independent Advisory Group (IAG) and Youth Commission.

1. Background

1.1 The Police Reform and Social Responsibility Act 2011, supported by other legislation, places statutory duties on PCCs to: `

- obtain the views of local people on policing and have regard to those views,
- make arrangements for engaging with local people in setting police and crime objectives,
- obtain the views of local people and Council Taxpayers on budget and precept proposals,
- obtain the views of victims of crime about matters concerning local policing,
- engage the public on their budget proposals on an annual basis

1.2 In performing these duties, the PCC will actively seek to develop trust and confidence in policing across Norfolk by using a variety of engagement methods.

1.3 Two essential engagement tools that the PCC uses to build trust and develop confidence in Norfolk Constabulary are the Independence Advisory Group and The Norfolk PCC Youth Commission.

2. Independent Advisory Group (IAG) - National and Norfolk

2.1 The Norfolk IAG comprises a group of residents from different community backgrounds who work alongside the Office of the Police and Crime Commissioner for (OPCCN) and Norfolk Constabulary.

- 2.2 The group offers opinions and advice and shares their community-based perspectives with the aim of improving the quality of policing services for everyone.
- 2.3 IAG's were formed because of The Stephen Lawrence Inquiry Report (1999), which criticised the Metropolitan Police (Met) for its loss of contact with communities, particularly black communities, and recommended the involvement of local people in policing. One response to the report was the establishment of the first IAG by the Met. IAG's have since been established elsewhere across the country including in Norfolk.
- 2.4 IAG's have been acknowledged as good practice by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) for improving transparency and accountability.
- 2.5 The purpose of an IAG is to help build a 'genuine partnership' and 'trust and confidence' between the police and all sections of the community.
- 2.6 IAG's provide the valuable role of '**critical friend**' to the Police, not as an independent group, but as a forum where independent advisors can give independent advice and review of policy, procedure and practices and the management of critical incidents.
- 2.7 The definition of a Critical Incident is *"any incident where the effectiveness of the police response is likely to have a significant impact on the confidence of the victim, their family, and/or the community."* (National Police Chief's Council from *Authorised Professional Practice* by the College of Policing).
- 2.8 The IAG role is not formal scrutiny, but ensures the policies, procedures, and practices of Norfolk Police, that the IAG are invited to review, meet the strategic aims of the Equality and Diversity strategy, and provide a safeguard against the service disadvantaging any section of the community through lack of understanding, ignorance, or mistaken beliefs, as set out by Macpherson.
- 2.9 Members of the IAG do not represent diverse communities, but instead work to link these communities across Norfolk to the police to maintain and enhance good relationships and effective service delivery

3. Norfolk Independent Advisory Group

- 3.1 The Norfolk IAG membership currently has 15 members and has a maximum capacity of 16, to maintain focus and ensure that there is a concise level of communication across the group.
- 3.2 Limiting Membership to the core group does not reduce the interaction with the vast array of community groups across Norfolk, due to the various activities detailed further in this report.
- 3.3 Currently there are 8 males and 7 females on IAG, with members located and working across Norfolk through connections to various community groups.

- 3.4 The Group meet bimonthly, and the meetings are attended by an Assistant or Deputy Chief Constable (ACC/DCC). alongside police staff and officers from including Police Engagement Officers and Policing District Commanders and representatives of the Equality, Diversity & Inclusion Department Team (EDI) and the Professional Standards Department.
- 3.5 Meetings have set agenda items, that include members providing verbal updates on their activities, updates from the Constabulary EDI Team and an overall policing update from either the ACC or DCC. The meetings allow IAG members to ask direct questions of the police and raise topics of concern from across their local communities. The meetings are not open to the public due to the confidential nature of the business discussed, except for an annual general meeting held in December each year.
- 3.6 In Norfolk the IAG are set the following tasks:
- Monitor, analyse and review Norfolk Police policies and procedures.
 - Provide advice and support to Norfolk Police on both operational and strategic matters.
 - Make recommendations and participate through the Norfolk Police structure to promote trust, confidence, respect, and partnership between Norfolk Police and the communities it serves.

4. Norfolk Independent Advisory Group - Key Work Streams

- 4.1 **Policy and Procedure Monitoring:** One of the key roles of IAG is to provide the police with independent advice on developing plans, policies, and procedures, to help shape the way Norfolk is policed. Members are consulted on new and revised policies and procedures as part of the Constabulary's Equality Impact Assessment process.
- 4.2 So far this year IAG have provided feedback on a total of 36 policies and procedures, including use of body worn video, procedures for dealing with rape or serious sexual assault, providing crime prevention advice, dealing with grievances internally, digital device storage, cyber security, records management and events and operational planning.
- 4.3 The reviewing process allows members to provide feedback to the Constabulary on policies that affect not just its staff and officers, but also members of the public. Member's feedback opinions highlighting if they feel that implementing the policies would break any laws, if there are any statutory guidelines that have been missed and highlight any other issues that may arise because of implementing the policy.
- 4.4 Feedback on policies allows members to express any concerns they have with them, particularly in relation to their implementation and the impact upon those with protected characteristics and the various communities of Norfolk.

- 4.5 Over the years, IAG's feedback has allowed for the Constabulary to improve how they implement procedures both internally and externally, ensuring that the policing service is appropriate for all.
- 4.6 Having IAG members conduct this fundamental role, allows for the Constabulary to be audited from a public perspective focusing upon community impact.
- 4.7 The task of reviewing policies and procedures is fundamental to making sure that that Norfolk Constabulary is transparent, consequently maintaining public trust and confidence.
- 4.8 **Advice and Guidance on Operational and Strategic Matters**
- 4.9 When providing advice or guidance on operational or strategic matters the IAG are unable to advise on how to investigate an incident,
- undertake enquiries on behalf of the Police,
 - speak to victims or witnesses
 - visit a scene when in active phase,
 - act as an intermediary during a live incident (advice may be given to a family liaison officer),
 - appeal for witnesses,
 - encourage individuals to give evidence or statements, become involved in the pro-active phase of an enquiry e.g. surveillance, arrest, interview, search (advice may be provided to police on the potential impact on communities).
- 4.10 When providing advice or guidance on operational or strategic matters IAG are able to;
- advise Police on how to communicate effectively with their communities
 - assist with the transparency of decision-making and promote honesty and fairness,
 - advise on avenues of enquiries
 - comment on the effect of police activities on communities and cultures,
 - advise on cultural and other issues within a community, give advice on the style of communication with a victim, family, witness, offender or community
- 4.11 During 2022, IAG members have provided advice and or guidance to the Constabulary on a variety of strategic and operational matters, including high profile murders, protests, hate crime offences and drug related offences.

- 4.12 When seeking advice or guidance on operational matters, the Constabulary rely on members to do so within a community impact context. IAG members will provide a community relation perspective when consulted, prompting police to look beyond their operational guidelines and consider the matter from the perspective of the community in which the incident has occurred. IAG members will identify potential community tensions that may arise from the incident and provide key contacts within the community that the police can continue to work with to reduce any current tension and potential further impact.
- 4.13 Another method of providing advice and guidance on operational and strategic matters that the IAG uses is by forming a Stop and Search Scrutiny Panel. This panel is made up from seven members of IAG, who sit quarterly throughout the year and work with the Constabulary to analyse and scrutinise stop and search data. The panel dip sample data of body worn camera footage of stop and search procedures that Norfolk officers have conducted in the previous four-month period. When analysing the data, members ascertain if they feel that the stop and search was conducted with reasonable grounds, lawfully and detail if they felt that the search was/could be detrimental to the community's relationship to the police. Once the panel has sat, the feedback from members is recoded and sent back to the supervisors of those officers whose footage was viewed. This is to ensure that learning is observed by the officer, this is done regardless of if the feedback from the panel is negative or positive. Through this process, IAG members are helping provide transparency in police processes and particularly when auditing essential data, such as stop and search, that is often viewed by many different community groups as a contentious and sometimes mistrusting area of operational business.
- 4.14 The Chair of the IAG also Chairs the Norfolk Constabulary Ethics Committee, which to promote the highest standards of ethical conduct in across policing in Norfolk. As an IAG member and 'critical friend' to the force, the member provides a focus for education, a source of support and a measure of compliance with organisational values. It is important to ensure senior leaders are aligned with force values and the Code of Ethics by scrutinising, challenging, and advising in areas such as leadership, police culture, development and management of resources and estate. As a result, members of the Ethics committee contribute to maintaining and improving trust and confidence in Norfolk Constabulary. They also improve the transparency of those decisions.
- 4.15 **Engagement Network**
- As IAG membership is limited to 16, it is important to note that members do not representative specifics groups community; they are members of the community who have experiences and advice to share.
- 4.16 To develop a communication channel to assist with their role as a critical friend to Norfolk Constabulary and in helping to build the trust and confidence

of all sections of the community, IAG have worked to create a wider network of member organisations. This network is termed the 'IAG Engagement Network'

- 4.17 This wider network approach is based upon IAG members interacting with organisations and community groups across the county, such as those which support those with protective characteristics, the vulnerable, victims of crime and organisations representing the needs of a wide range of demographic groups
- 4.18 The aim of this network approach is to ensure that all community groups in Norfolk have a platform to have their say on the current policing policies that directly affect their communities. Membership to the wider engagement network provides an opportunity to give feedback on the current policing model and have an input to change the interaction between communities and Norfolk Police.
- 4.19 The IAG Engagement network has been developed by members on a district basis. In 2019 IAG members agreed that they would become a specific person of contact (SPOC) to a district or area in Norfolk, that may not necessarily be where they live but the members do have some tie to it, such as work or family.
- 4.20 Those members who became a SPOC in a district then set up community meetings. In some districts these meetings are known as 'Community Conversations'. IAG members host and chair these community meetings, and these are attended by local community leads, community groups, members of the public from those districts and a wide variety of partners. Police Officers are in attendance such as, Inspector, Sargent and or the local Beat Mangers. The meetings are community lead to enable people to feel comfortable to have their say and for the police to be in a position of listening to the feedback without having to officiate the meeting. In doing so the community are empowered and then can develop a confidence in policing knowing their opinions are valued.
- 4.21 The aim of the meetings is to allow community members to become aware of the IAG itself and understand that the role of the members is to act as a conduit between them and the police. A further reason why the meeting is not chaired by the police is to allow IAG members to work with the local communities to develop an agenda around their policing and crime issues. Police teams attend to answer questions and provide policing and crime information. These community meetings have developed trust and better working relationships between community groups and the local policing teams.
- 4.22 The community meetings are held once a quarter in the districts of Kings Lynn and West Norfolk, Broadland, South Norfolk, and Great Yarmouth. The first community meeting will be held in Cromer in early September. IAG members are working with local policing teams and the Superintendent in Norwich to

set up a community meeting in the city. Alongside this IAG members are also working within Breckland district to also launch a community meeting.

4.23 Currently the community leaders/ community groups that are involved across the county are:

- Islamic community, including local Imans,
- Jewish community,
- female Muslim community leaders,
- Eastern European community groups and support services, incl Russian, Polish, Romanian, and Bulgarian
- Lesbian, Gay, Transgender, Queer, Intersex, Asexual+ (LGBTQIA+) communities
- deaf community support services,
- homeless support services,
- sexual assault support services,
- members and support services of the refugee communities,
- local councilors, incl district town and parish,
- Christian church leaders,
- food banks,
- Local schools, including school governors,
- youth workers,
- community charity leaders,
- Mind and various other mental health support services including Men's Shed and other smaller organisations specific to areas.

4.24 The community meetings are advertised to districts via the local IAG members and the police engagement officers via email. The advertising of these community meetings has now been factored into the OPCCN communications plan.

4.25 To promote the success of the community meetings and the development of the IAG Engagement Network, a networking event will be held in October. The event will be focus of or on IAG and their connections to various community groups across Norfolk, promoting the positive work that is occurring.

4.26 Examples of the work that will be highlighted are, recently addressing community tension amongst the Muslim community and the effort that members made to facilitate and act as a conduit between the community and the police to build a better line of communication and to promote trust. Other work that will be shared is how IAG have helped developed better reporting of the hate crime statistics, ensuring that all protected characteristics are represented amongst the data, to allow for better clarity in reporting.

4.27 The IAG Engagement Network event will invite all those partners who are working with IAG across the county as well as inviting members from the geographics that are still not affectively engaged in this process to highlighting

the benefits of the cross-network approach that allows community voices to be heard and for positive relationships to be built with the police.

4.28 The Working for Woman Group

4.29 In response to the national and local concerns regarding violence against woman and girls, earlier this year the PCC set up a subgroup from IAG. Events such as the Sarah Everard case have emphasised the need to broaden and further the conversation about the safety of women and girls and how the police best strengthen their response and improve outcomes in this priority policy area; meaning reduced risk and harm to women and girls in Norfolk.

4.30 Engagement with women and girls across Norfolk, to understand their experiences, issues, and concerns, is central to ensuring that a gendered perspective is taken to developing to best solutions and maximising the impact of our collective efforts.

4.31 The Working for Women is a subgroup of the Norfolk IAG, which has an official role in channeling community voice and informing policing policy and practice from a range of perspectives. It advises on the specific problems affecting women and girls, and how these affect views, allowing for focused discussion and a broader range of voices to influence and shape policing.

4.32 The group is a forum for the voices of women in Norfolk to be heard, to provide a means of engagement between women and girls in Norfolk and the OPCCN, Norfolk Constabulary.

4.33 Working for Woman group provides a forum for consultation on and participation in the development of strategy, policy, processes, procedure in Norfolk constabulary. To encourage that voice and ensure that the police are listening, Chief Superintendent Julie Dean and the lead for EDI also sit on the group. To ensure that the voices of different females in a variety of communities are heard, the group also contains female representatives from organisations that support victims of domestic abuse, victims of sexual assault and rape and sex workers. Other members include members from the Muslim community, Sudanese Community, and the refugee community.

4.34 The group have set objections based around positive community engagement between woman and their local policing teams. This will be done by the members of working for woman group acting as a conduit between woman across Norfolk and policing team by hosting community meetings. These meeting will be led by members of the female community who will have their opportunity to have their say to the police who will be in attendance in a listening capacity.

5. The Norfolk Police and Crime Commissioner's Youth Commission

- 5.1 Set up in 2017, the Youth Commission is a diverse group of young people, aged between 13 and 25, from all over the Norfolk policing area. Due to naturally high attrition rate, as experienced in any youth project, recruitment to the group is ongoing.
- 5.2 The Commission help shape decisions about crime and policing, supporting, challenging, and informing the work of Norfolk's PCC and Norfolk Constabulary.
- 5.3 Through peer research, members take the work being done by the Commission to a wider youth audience, encouraging participation, gathering information, and drawing conclusions to inform the recommendations they make to the PCC and the police.
- 5.4 Through peer research, members take the work being done by the Commission to a wider youth audience, encouraging participation, gathering information, and drawing conclusions to inform the recommendations they make to the PCC and the police. The Youth Commission have conducted two large pieces of youth consultation work, the first being The Big Conversation in 2018 and then the second conducted in the national lockdown in 2020. Both reports are published on [Youth Commission | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://youthcommission.norfolk-pcc.gov.uk) and focused on the growing concerns of young people in relation to policing crime and vulnerability across Norfolk.
- 5.5 Through the consultation period of the Covid report, the youth commission were made aware of the increasing concern of domestic abuse and unhealthy relationships for children and young people, particularly feeling they do not receive enough support or advice. Following on from this the commissioners are working on developing some informational material aimed specifically at children and young people on this topic. The idea is that this material will be co-created between the young people and the domestic abuse policy lead in the OPCCN. The youth commissioners will also work with the police on this, to ensure that the police understand young people's concerns and can help them address them from a youth focused perspective.
- 5.6 Another example of where the youth commission has worked closely with Norfolk Constabulary to help build positive relationships with young people across the county also took place during lockdown. The youth commission worked with the Police Safer Schools team and codeveloped a newsletter that went to every school in Norfolk to keep children and young people informed of where they could get support during lockdown. The youth Commissioners even wrote particular parts of the newsletter to ensure that this youth voice was communicated. Feedback from the schools and other young people was very positive and this opened up the lines of communication with the police. It provided young people assurance that the police were approachable and

were actively wanting to engage with children and young people across Norfolk.

Youth Commission Work Streams

- 5.7 Alongside the large-scale consultation work and report writing Youth Commissioners have also been working with Norfolk Constabulary to help improve transparency, confidence and promote trust amongst young people across the county.
- 5.8 The mechanism in which they achieve this is through the formulation of the 'Youth Data Evaluation Panel (YDEP). Several Youth Commissioners sit on this group and have been provided training by Norfolk Constabulary on the use of and search. The training provided those young people the knowledge of how stops are conducted in a lawful manner and the legal reasons behind why stop, and search would be deployed by an officer.
- 5.9 Once training was provided, the YDEP designed a data record form to assist with the analysis of the data as it was identified that the forms that were used with the main stop and search scrutiny panel formulated by IAG, was not children and young people appropriate. This new form helped breakdown the questions into language that would be easy to understand and takes away jargons and acronyms. (See Appendix 1 for detail of the form.)
- 5.10 The YDEP dip sample the forms that have been submitted by police officers who have conducted stop and search procedures on children and young people over a four-month period. Members then discuss the stop as a group and then complete their forms. At the end of the session the forms are collected by the Constabulary and are shared with the officers involved, via their supervisors to identify key learning opportunities. By performing this role, the Youth Commissioners are acting as a critical friend to the Constabulary and helping enhance their internal auditing processes. This is essential when building trust and confidence in policing amongst children and young people across Norfolk.
- 5.11 The Youth Commission has continued to work with the PCC and more recently focused on the development and launch of his Police, Crime and Community Safety Plan in April 2022.
- 5.12 To support with the implementation of the plan and in particularly building trust and confidence in policing amongst young people across Norfolk, the Youth Commission have developed a new engagement mechanism, The Youth Community Forum.
- 5.13 The Youth Community Forum takes on the same aims and objections of the community meetings across the districts as conducted by the IAG, except that the forum is specifically focused on children and young people and their experiences, concerns or comments on policing and crime issues directly affecting them.

- 5.14 Two meetings have taken place to date, held virtually, and chaired by a member of the Youth Commission who also sits on the Independent Advisory Board. These meetings were advertised and promoted by youth support organisations, such as Map, NCC children's services, the police safer schools' team and the young people themselves. These initial meetings provided an open invite to both young people and those professionals who work with those young people to discuss police and crime issues directly affecting youths in Norfolk. By inviting the professionals who work with those young people, the hope is that these professionals will work with young people to encourage the young people to start to attend themselves, however it's not expected, and the professionals can raise question on behalf of those young people and in turn the disseminate the information from those meetings.
- 5.15 The initial meeting was to provide further details on the aims and objections of the meetings and to ask if there were any specific topics of policing and crime in Norfolk that members would like to add to the next meeting's agenda. Based upon that meeting, the second meeting's agenda focused upon on mental health training for officers, specifically on how this is developed with regards to interaction with young people who are in crisis. Sgt Peter Clarke from the Training and Development team provided a presentation on this topic and took questions from those in attendance. This was very well received by all those at the meeting, as the young people got an opportunity to ask questions direct of the police and those professionals from the young organisations obtained important information to disseminate to other young people across Norfolk. Information was also shared on how young people can directly become involved in police training, by supporting with their role play session. This will provide those young people to communicate how the police could deal with situations differently from a youth perspective. This acts a as listening exercise for the police and young people know that their opinions are listened to and valued by the police, thus developing confidence and trust in the police.
- 5.16 The meetings will be held bimonthly, via Teams and future agenda items have been requested to cover include stop and search and young people's rights, knife crime and how to stay safe, how to positively work with the police and positive community interaction. These agenda topics have been requested directly by young people in Norfolk and the forum will be used to cover these topics and allow for open dialoged to take place between the children and young people of Norfolk and the police.
- 5.17 The next Community Youth Forum will be held in September and will be promoted on a wider scale using social media and print press.

Appendix 1 YDEP Evaluation Form



Youth Commission External Stop and Search Audit

Sheet No.	URN:	Date:
Section 60?	Young Commissioners:	

Best Practice in Communication		
G	Were the grounds for the search clearly communicated?	
O	Was the object of the search clearly communicated?	
W	If in plain clothes was the warrant card presented? Or, if in uniform, was the warrantcard presented if it was asked for?	
I	Was the Officers identity clearly communicated?	
S	Was the Officers station clearly communicated?	
E	Was the person being stopped clearly told their entitlements i.e., their right to a copy of the record regarding being stopped and searched?	
L	Was the legal power under which the stop and search was being conducted clearly communicated?	
Y	Was the person clearly told they were being detained for a search?	
	Did the Officer enquire and record how the person described their ethnic background?	

Protected Characteristics

Under the Equality Act 2010 a person cannot be stopped and searched because of:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

Or any stereotypes about these groups. These characteristics, however, can be used as *part* of a description of a suspect which can be grounds for a stop and search.

Were any protected characteristics wrongly used in establishing reasonable grounds for the stop and search?

Reasonable Grounds

What grounds was the person stopped on?

Was the person stopped because of a previous conviction?

If so, was the decision to search made in conjunction with other information?

If not, this is not reasonable.

Was the person stopped because of previous drug use?

If so, was the decision to search made in conjunction with other information?

If not, this is not reasonable.

Was the person stopped because of the smell of drugs?

If so, was the decision to search made in conjunction with other information, such as the person's behaviour?

If not, this is not reasonable.

Was the person stopped because they were in a high crime area?

If so, was this decision made as a result of specific intelligence?

If not, this is not reasonable.

<p>Was the person stopped because they were acting nervously, such as running away, refusal to answer questions, body language, putting something into their pockets or throwing something away when they saw the police?</p> <p>If so, was the decision to search made in conjunction with other information?</p> <p>If not, this is not reasonable.</p>	
<p>Was the person stopped because they fitted the description of a suspect?</p> <p>If so, was the decision to search made on the basis of matching a specific description?</p> <p>If not, this is not reasonable.</p>	

<p>Considering that none of the above factors, excluding aspecific description, are insufficient alone, and in considering:</p> <ul style="list-style-type: none"> • What the Officer saw • What the Officer heard • The person's actions • Any conversation had between the Officer andthe person • The intelligence available • What the Officer could smell <ul style="list-style-type: none"> • Were there reasonable grounds to suspect the person needed to be stopped and searched? 	
The Search Itself	
<p>Was the search a 'more thorough search'? i.e., removing a jumper or t-shirt or removal of religious items? (Removal of shoes and gloves does not constitute a 'more thorough search')</p>	
<p>If the search was a 'more thorough search' was it conducted away from a public place i.e., out of public view? If not, this is not legal.</p>	
<p>Was the search a 'strip search'? (i.e., removal of all clothes)</p>	
<p>If the search was a 'strip search' was it conducted at a police station or in a police tent? Was it done out of public view and by an Officer of the same sex, without any Officer of the opposite sex able to see? If the person was 17 years old or under, did it take place in the presence of an appropriate adult? If not, this is not legal.</p>	
<p>In any type of search was the search done respectfully, politely, and professionally?</p>	

Conclusion: Was the search detrimental to the community's relationship with the police?

Norfolk Independent Custody Visiting (ICV) Scheme – Annual Report 2021-22

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider how the PCC is delivering his statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force area, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Police and Crime Commissioners (PCCs) have a statutory responsibility to establish and manage an Independent Custody Visiting (ICV) Scheme for their police force area.
- 1.2 Independent Custody Visitors (ICVs) are volunteers from the local community who visit Police Investigation Centres (PICs) in the county, unannounced and in pairs, to check the treatment and welfare of detainees and ensure a safe environment. They play a valuable role in maintaining public confidence in this important area of policing.
- 1.3 A panel of visitors is allocated to each of the four Norfolk PICs (Aylsham, Great Yarmouth, King's Lynn and Wymondham). They make visits on a weekly basis to make sure that detainees are treated fairly and with respect. A short report of their findings is made prior to leaving the PIC which provides assurance for the PCC that anyone arrested by the police and held in custody is treated fairly and has access to appropriate facilities. Copies of the reports are provided for the police and the ICVs' local panel for discussion and follow-up. Each year, an annual report is published for the local community to inform and reassure them about how people are treated while in police custody.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to enable the Panel to review the PCC's ICV Scheme and understand how this statutory responsibility is being delivered.

3. Suggested Approach

- 3.1 The Annual Report for 2021-22 is attached at **Annex 1**. It provides an

overview of the scheme and outcomes from visits between 1 April 2021 and 31 March 2022. Previous annual reports are available to view on the PCC's website [here](#).

3.2 The PCC will attend the meeting to answer the Panel's questions and will be supported by members of his staff. After he has presented his report, the Panel may wish to question him on the following areas:

- a) How the statutory responsibility to establish and maintain an Independent Custody Visiting Scheme is being delivered;
- b) The impact of the Covid-19 pandemic on the scheme;
- c) How volunteers are recruited and supported in their role;
- d) The percentage of detainees visited during the last year;
- e) The types of issues reported from custody visits and how they have been addressed;
- f) How the ICV Scheme Manager's role in regional co-ordination and the National Expert Forum is supporting best practice.

4. Action

4.1 The Panel is recommended to:

- 1) Consider how the PCC is delivering his statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force area, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.



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

NORFOLK INDEPENDENT CUSTODY VISITING SCHEME

ANNUAL REPORT 2021-22



Independent Custody Visiting Annual Report

Introduction - Giles Orpen-Smellie, Norfolk Police & Crime Commissioner



I must begin by congratulating all those involved with Norfolk's Independent Custody Visiting Scheme for their commitment to their role. The excellent work they do on behalf of the public in scrutinising arrangements in our Police Investigation Centres (PICs) for detaining those who the police have arrested is hugely important.

This report reflects on a year that, hopefully, has seen the Covid pandemic begin to fade into the past. What is particularly pleasing is that the Scheme has emerged from the pandemic, and is now moving forward, stronger than it was before. First, visiting continued despite all manner of constraints, not least of which was the wearing of full PPE (personal protective equipment) for rather longer than was done in wider society. Second, while some Independent Custody Visitors (ICVs) have departed, retention has been high, which is a reflection of the commitment and volunteer spirit of our ICVs. And third, we have been joined by eight new ICVs who are all very welcome and bring the total to 23, which represents a 35% uplift.

The work of ICVs, by its nature, goes on unseen and unsung by the public. However, this does not mean that ICVs relax. Good work has been done to improve individual skills through training. The ICV Report Form has continued to evolve to reflect the ever-increasing variety of scrutiny ICVs are asked to carry out. And, most importantly of all, visits to PICs continue and ICVs continue to exercise their professional curiosity, both to ensure the high standards required in the PICs are maintained and also to identify improvements to arrangements that enhance the dignity of those being detained. The ICV role may not always be the most glamorous or pleasant but ICVs provide a vital check and balance on what goes on behind the closed doors of our PICs.

I shall end as I began by wholeheartedly congratulating and thanking Norfolk's ICVs for the great work that they do.

Paul Sanford – Chief Constable, Norfolk Constabulary



As each year goes by, I believe that the role of the Independent Custody Visitors becomes more and more important.

We continue to see rising numbers of our detainees presenting with complex needs and vulnerabilities, especially around mental health. The number of detainees requiring Mental Health assessments in our Police Investigation Centres continues to rise year on year.

We are working closely with our partner agencies, especially those responsible for the provision of mental health services, to ensure that our Custody Suites are

safe environments and only occupied by those who should be there. The visitors play a crucial role in this, and the scrutiny and feedback they provide within the custody environment ensures we provide the best service we can in terms of safe, efficient, and consistent standards. I remain committed to ensuring that the Constabulary continues to listen and act on any issues they raise.

I am incredibly appreciative of the time the visitors give to the scheme, and I would like to thank the visitors for their continued commitment to the provision of service for people in our Police Investigation Centres.

Chief Inspector Nick Paling – Head of Custody for Norfolk & Suffolk Constabularies



Norfolk and Suffolk have six PICs across the two counties, and I have been incredibly proud to lead this core critical department.

I took command of this position in September 2020 following a long career in local policing which I will be returning back to in the Summer of 2022. My time in charge has been throughout the Covid pandemic.

A highlight of mine, is the way we operated through the challenge of Covid, tweaking our processes, meaning we never had to close a PIC as a result of an outbreak.

This has allowed for Norfolk Constabulary to continue to discharge its core duties of arresting those who cause harm to the community.

Throughout my time as the Head of Custody I have had a very healthy relationship with the PCC's office, especially from the feedback the excellent cohort of Independent Custody Visitors provide. Like my team, ICV's were committed throughout the pandemic and found new and alternative ways to continue their visits. This enabled the independent scrutiny to continue on our department which is so important to us all.

Another example of the ICV's continued commitment to Custody is their role in the quarterly Independent Scrutiny Panels which are run by my department. This panel which set up locally, has received praise across the UK and is now being replicated within other forces. We should all be proud of this!

Norfolk is lucky to have such a committed team of ICV's, and it has been a pleasure to work with you all.

Background

Prior to the publication of the Scarman Report following the Brixton Riots in 1981, no provision existed for the independent monitoring of the welfare of detainees held in police custody. Lord Scarman recommended that provision be made for random checks by people other than police officers on the interrogation and detention of suspects in police stations. The aim of this was to promote public confidence in policing, ensuring all policing activity was accessible and transparent to scrutiny by the public.

The Independent Custody Visiting (ICV) provision was initially a voluntary one for police authorities until 2002 when it became a statutory provision. Custody visiting, formerly known as lay visiting, was established in 1983 and the Police and Crime Act 2002 made custody visiting statutory with the Home Office introducing the 'Codes of Practice for Independent Custody Visiting'. The Police Reform and Social Responsibility Act 2011 introduced Police and Crime Commissioners and gave them the responsibility for operating and overseeing a scheme in their police area.

Custody Visitors

Independent Custody Visitors (ICVs) are volunteers who visit people detained in custody at a police station. This can be people arrested by the police or other agencies such as the Immigration Service. For many people, arriving in a custody suite can be a daunting and frightening experience with many being unaware of their rights or entitlements.

An ICV's main responsibility is to check on the welfare of a detainee and make sure they are being treated properly and with dignity whilst in custody. An ICV ensures that they understand their rights and entitlements in law, why they are in custody, that they have access to free legal advice, and that they can contact someone to inform them of their whereabouts.

Visiting in pairs, ICVs can inspect cells and other facilities within the custody suite. Where appropriate, they can scrutinise custody records, which are a record of everything that happens to a detainee whilst in custody. If an ICV discovers any issues, these are initially raised with the Custody Sergeant and there are additional steps that can be taken should the issue be more serious in nature.

ICVs make a report of each visit to the police station summarising their visits with detainees, any issues discovered, and any ongoing actions required. A copy of the report is then forwarded onto the Scheme Manager.

ICVs are recruited by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) but are independent of both the OPCCN and Norfolk Constabulary. They will make unannounced visits to police stations at any time or day of the week and can speak to anyone who is currently detained within the custody suite.

The Custody Estate

The custody provision for Norfolk and Suffolk Constabularies is provided collaboratively and all staff work within a combined command headed by a Chief Inspector. In total, across both counties, there are six dedicated Police Investigation Centres (PICs) where detained persons are held. Four of these are in Norfolk and are located in Aylsham, Great Yarmouth, King's Lynn and Wymondham, providing a total detainee capacity of 92.

Built in 2011, they are acknowledged as some of the best facilities in the country. The maintenance, cleaning and supplies are all provided under the Private Finance Initiative (PFI) Scheme.

The King's Lynn PIC also serves the Cambridgeshire Constabulary area with detainees from Cambridgeshire being held there, albeit it is fully resourced by Norfolk officers and police staff.

Detained Persons Statistics (Norfolk)

Overall Numbers – 1 April 2021 – 31 March 2022							
PIC				Detainee Numbers			
Aylsham				1683			
Gt Yarmouth				3979			
Kings Lynn				3317			
Wymondham				5030			
Grand Total				14009			
Ethnicity - 1 April 2021 – 31 March 2022							
White - North European		11965		85.4%			
White - South European		425		3.0%			
Black		612		4.4%			
Asian		170		1.2%			
Middle Eastern		39		0.3%			
Chinese, Japanese or South-East Asian		23		0.2%			
Unknown/Not Stated		775		5.5%			
Grand Total		14009		100.0%			
Gender & Age - 1 April 2021 – 31 March 2022							
Age profile	Male	Female	Not Recorded	Grand Total	Male %age	Female %age	Not Recorded %age
0-10	0	0	0	0	0.0%	0.0%	0.0%
10-17	711	180	2	893	5.1%	1.3%	0.0%
18-25	2670	521	8	3199	19.1%	3.7%	0.1%

26-35	3534	702	11	4247	25.2%	5.0%	0.1%
36-45	2578	464	4	3046	18.4%	3.3%	0.0%
46-55	1445	287	5	1737	10.3%	2.0%	0.0%
56-65	588	103	2	693	4.2%	0.7%	0.0%
Over 65	168	26	0	194	1.2%	0.2%	0.0%
Grand Total	11694	2283	32	14009	83.5%	16.3%	0.2%

Norfolk ICV Scheme

As of 31 March 2022, there are 23 ICVs across the County participating in the Scheme, an overall increase of 5 from last year. These ICVs are split into 4 Panel groups, each one serving one of the PICs. Each Panel nominates a Coordinator who is responsible for arranging a rota of visits. This ensures that only our ICVs know what day and time a visit will take place enabling the Scheme to remain independent and credible.

Each Panel group meets with the Scheme Manager 3 times per year and the Coordinators also meet every year with the Scheme Manager and 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, and for the Inspector to update the Panel with regard to any pertinent issues within their area of responsibility. The Panel meetings are also an opportunity to discuss topical issues and provide an opportunity for some training for the ICVs.

The Scheme continues to maintain a good representation of the local community, taking account of different ethnic origin, gender, disability and age.

Norfolk ICVs Data						Ethnic breakdown of total population (Norfolk) <i>Source: ONS data 2011</i>
Note: There are 18 definitions of ethnicity within the – the data provides an overview of those represented currently on our Scheme						
Gender:		Age:		Ethnic Group:		
Male	10	18-30	0	White British	20 (87.0%)	92.4%
Female	13	31-45	1	White Other	1 (4.3%)	3.5%
Disability:	2	46-60	7	Asian: Indian	0	0.5%
		61-75	11	Black: African	1 (4.3%)	0.4%
		75+	4	Other: Any other Ethnic Group	1 (4.3%)	3.2%

Norfolk Custody Visiting and Living with COVID19

As of the 1st of April 2021, the country was still under strict national restrictions which had been in place since December 2020 and ICVs had been carrying out physical visiting prior to this. At the start of 2021 and in-lieu of these, they commenced a programme of monitoring telephone calls where they would speak to staff and establish the current operational situation, detainee numbers, staffing levels and cleaning regimes. They would then select a number of detainees to speak to on the telephone.

However, on April the 12th 2021, ICVs re-commenced physical visiting and they have continued to do so since without any further interruption. Even though the country had come out of lockdown, Covid infections continued at a high level causing widespread difficulties across the nation and of course policing.

To support Norfolk Constabulary's vision of **'protecting ourselves, our workforce and our communities'**, the ICV Scheme worked closely with the head of custody to ensure ICV visits could continue in a safe and appropriate manner. This involved ICVs always wearing enhanced PPE whilst in custody, and while

this wasn't conducive to good conversation, it allowed the visits to continue whilst keeping everyone as safe as possible.

The PPE restrictions were still in force as of 31st March 2022, albeit the situation was under review.

It is fair to say however, there were a number of challenges through the early part of the year, with a number of ICVs stepping down and some unable to carry out visiting for health reasons. To address this, a strong recruitment campaign commenced bringing up overall ICV numbers to 23 and seeing visit numbers increase by 15%. This is a testament to the commitment and resilience of our existing volunteers who carried on with visiting as well as assisting with the mentoring of new ICVs.

It is hoped that the forthcoming year should see Custody Visiting in Norfolk back to pre-pandemic efficiency.

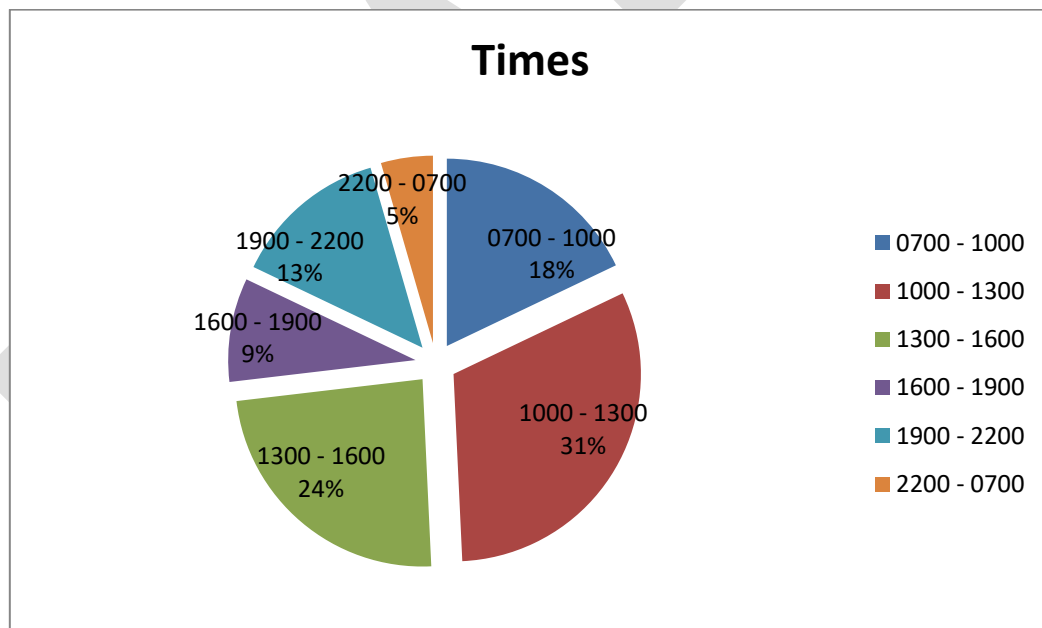
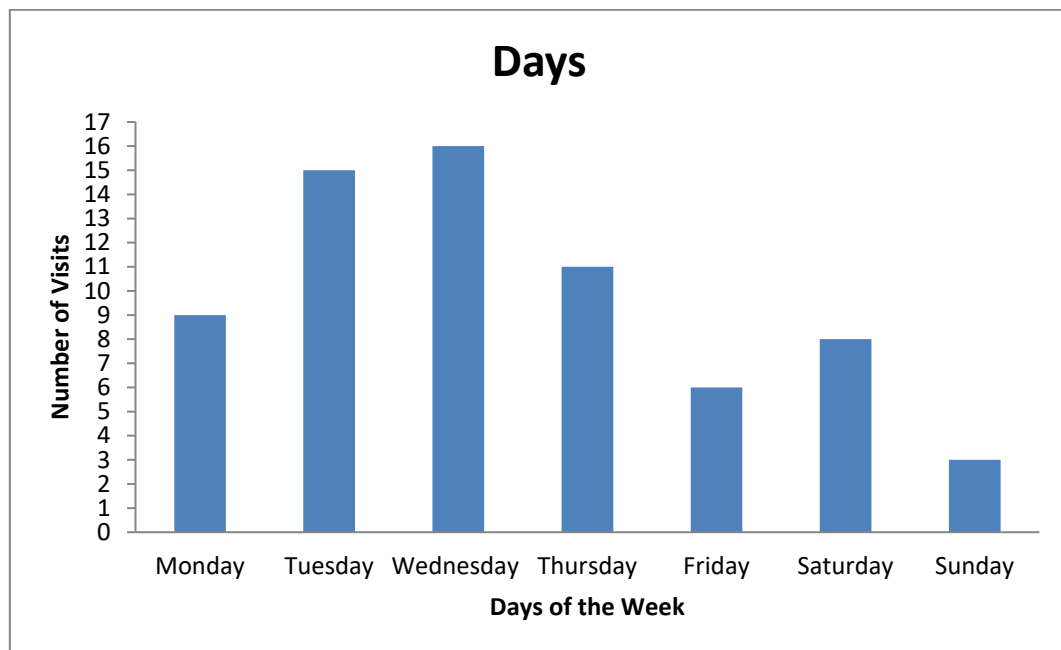
Visiting Statistics

Breakdown of visits - 1 April 2021 to 31 March 2022

PIC visited	No. of visits		DPs available to visit*		DPs visited		% DPs visited (Of those available)		DPs Observed	
	20/21	21/22	20/21	21/22	20/21	21/22	20/21	21/22	20/21	21/22
Aylsham	43	52	21	64	21	59	100%	92%	0	11
Gt. Yarmouth	39	36	71	105	62	99	87%	94%	33	77
King's Lynn	34	44	57	106	54	100	96%	95%	60	48
Wymondham	41	48	103	159	99	144	96%	91%	48	135
Overall Total	157	180	252	434	236	402	94%	93%	141	271

* **Note:** Not all DPs (detained persons) are available to visit. They may refuse, or the police may advise not for health & safety reasons. Additionally they may be in interview, asleep or providing fingerprint/DNA samples.

Days and Times Visits Took Place



Vulnerable Detainees

Protecting Juveniles and other Vulnerable Persons

It is widely accepted in Policing that there is a need to reduce the number of juveniles and vulnerable people in custody and Norfolk Constabulary takes a positive approach with this. Its aim is to release detainees from custody in a healthier position than they arrived, so they are better equipped to change their behaviours and lifestyle choices. Various diversion and support services are available to detainees through partnership working, which are based upon need and vulnerability.

NHS Liaison and Diversion

NHS Liaison and Diversion (L&D) services identify people who have mental health, learning disability, substance misuse or other vulnerabilities when they first come into contact with the criminal justice system as suspects, defendants or offenders. The service can then support people through the early stages of criminal system pathway, refer them for appropriate health or social care or enable them to be diverted away from the criminal justice system into a more appropriate setting, if required. All Norfolk PIC's have L & D staff embedded in order to maximise opportunities to assist individuals and the Scheme Manager meets all new staff to given them a clear understanding of the ICV role.

Project Nova

Norfolk Constabulary continues to support Project Nova which supports Veterans who have been arrested and enter Police Custody or who are referred by specialist Police teams, or other statutory organisations because they are at risk of arrest.

The WONDER+ Project

Female offenders coming into contact with our criminal justice system can be some of the most vulnerable and disadvantaged women in society. All women engaging with WONDER will meet with a project link worker, who will assess their individual needs and develop a tailored support and development plan for addressing those needs.

The ICVs will always prioritise seeing vulnerable people during their visits, especially when Custody is busy, and they are unable to see all detainees.

If ICVs are unable to see a detainee due to that vulnerability, then they are able to review their custody record on their behalf to ensure that all of their rights and entitlements are being upheld and that they are receiving appropriate care.

If a detainee is unable to be seen (asleep, advised against a visit etc), the ICVs will always endeavour to make a safe observation of them.

Vulnerable Persons – Overview

Category	Number in Detention		Number Available to be seen		Number Seen		% Seen	
	19/20	20/21	19/20	20/21	19/20	20/21	19/20	20/21
Juvenile	38	43	15	26	15	24	100%	92%
Non-English Speaking	62	74	18	34	13	33	69%	97%
Female	105	116	40	61	38	56	96%	92%

The Terrorism Act

Anyone arrested under the Terrorism Act (TACT) may be detained for up to 14 days and there are provisions within the estate for anyone so arrested.

They are also entitled to receive visits from ICVs, however the ICVs themselves are especially selected to perform this role and must undergo additional training. We have one Norfolk ICV trained as a TACT ICV and they are on a rota with colleagues to provide cover for the whole of the Eastern Region.

All ICVs visiting TACT detainees will report nationally to the Independent Reviewer of Terrorism Legislation (IRTL).

Issues reported from Custody Visits

Norfolk Constabulary continue to deal with some of the most vulnerable people in society and although serious incidents within police custody are rare, sadly there was one death in Custody during the reporting period.

The Constabulary however maintains a robust 'Safer Detention' reporting process, and details of any incidents affecting the safety and wellbeing of detainees are shared with the Scheme Manager. There is also a process for immediate notification should the incident be of a serious note.

ICVs will always try to determine if a detainee is happy with the treatment received whilst in Custody and this is then fed back to the Scheme Manager. In turn, the Constabulary are updated where there are any adverse comments as well as (importantly) any positive comments.

As a result of the conversations that ICVs have had with detainees, several requests were raised and passed on to custody staff. This would include requests such as additional drinks, blankets and to speak to their solicitors or family members.

It is noted by ICVs that almost without fail, the standards of care provided, and the respect and dignity offered to the detainees is exemplary, but naturally some issues will be highlighted.

Over the course of the last 12 months, ICVs have noted that detainees haven't always been able to have a shower on request. Females are less likely to be able to shower in these circumstances as the ratio of female staff is less. The situation continues to be monitored and discussions are ongoing with the Constabulary.

Out of hours provision for health care and liaison & diversion services have been a challenge for the Constabulary this year, and ICVs continue to report back on any issues. These issues are always discussed during quarterly meetings between the Scheme Manager and the Head of Custody.

Police Response

The vast majority of issues raised by ICVs are dealt with informally between the ICVs and the Custody Staff but there are however clear protocols should a matter not be resolved, or a wider thematic issue is discovered.

- ICVs raises issue with Custody Sergeant
- Scheme Manager discusses issue with Inspector responsible for the relevant PIC
- Scheme Manager discusses issue with Chief Inspector for Custody
- PCC raises issue with Chief Constable through their governance and performance meetings.

Collaboration

Good working relationships are maintained with the Office of the Police and Crime Commissioner for Suffolk (OPCCS) and both Schemes share similar working processes and policies due to the nature of the collaborative Custody Command. 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 Managers from these regions meet on a quarterly basis to share experience and best practice.

The Independent Custody Visiting Association (ICVA)



ICVA are a Home Office and PCC funded membership organisation set up to lead, support and promote local independent custody visiting schemes. Norfolk continues to pay a subscription for annual membership to access a wide range of services as set out in their Mission Statement below.

Lead – ICVA provides leadership to ICV schemes in the UK, helping to define their aims and ensuring that schemes remain up to date in policing. As members of a number of nationwide groups, ICVA will use this platform to lead schemes on changes to the custody arena.

Support – ICVA play a crucial role in supporting local schemes and their managers and they provide effective, timely and consistent support to them. This covers a range of activities, but the aim is to ensure all schemes have the tools they need to be able to deliver effective oversight of detainee's rights, entitlements, dignity and wellbeing.

Represent - ICVA has an on-going national role to represent ICV schemes as an integral part of policing.

ICVA continue to show strong support schemes across the country, as they continue to recover from the effect of the pandemic. The Norfolk Scheme Manager remains part of ICVAs 'buddy scheme' assisting colleagues around the country with more detailed advice and guidance around specific topics.

Training

Training for new ICVs is carried out when they first join the Scheme and utilises the training model provided by the Independent Custody Visiting Association (ICVA).

ICVs then remain under a programme of continuous professional development. Via their regular newsletter, they will receive notifications of any national developments around Custody Visiting as well as any legislative changes relevant to their role.

ICVA also continue to produce their 'Bitesize' training modules which focus on specific areas of Custody Visiting.

Between November and March, our ICVs undertook a detailed programme of training. The topics covered were assertiveness, vulnerability & county lines.

In addition, ICVs joined their Suffolk colleagues for an online training session detailing the needs of women in the criminal justice system. This innovative session saw inputs from local and regional level as well as hearing from a young lady who has lived experience of the criminal justice system but has been able to find a stable home and work platform through the [PCCs WONDER Scheme](#). This session has been recorded and shared as a national training resource for ICVs.

ICVs continue to work with the Constabulary on specific areas of police policy within the custody arena such as the use of strip-search and detainee dignity. This is particularly detailed work which enhances the ICVs overall knowledge of custody, legislation and the criminal justice system as well as providing additional, detailed scrutiny of the Constabulary's work.

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 would like to know more, or are interested in becoming an Independent Custody Visitor please contact:

Independent Custody Visiting Scheme Manager
Office of the Police & Crime Commissioner for Norfolk
Jubilee House
Falconers Chase
Wymondham
NR18 0WW
Telephone: 01953 423851
Email: icv@norfolk.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 **@NorfolkICV**

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** or **@projectICVA**

Independent Custody Visiting forms part of the **National Preventative Mechanism (NPM)**, the body that oversees the regulation of all detention settings within the UK. The NPM was established when the Human Rights treaty, **the Optional Protocol to the Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment (OPCAT)** was ratified in 2002.

For more information please visit: -

<https://www.nationalpreventivemechanism.org.uk/>

<https://www.ohchr.org/EN/ProfessionalInterest/Pages/OPCAT.aspx>

For more information about the Independent Reviewer of Terrorism Legislation (IRTL), please visit:- <https://terrorismlegislationreviewer.independent.gov.uk/>

Police and Crime Commissioner for Norfolk's Draft Annual Report 2021-22

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to review the Police and Crime Commissioner (PCC) for Norfolk's draft Annual Report 2021-22 and agree what report or recommendations (if any) 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".
- 1.3 Following the May 2021 elections, the exiting Police and Crime Plan ("the Plan") remained in place until the new Police, Crime and Community Safety Plan was launched on 31 March 2022.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to review the PCC's draft Annual Report 2021-22 and agree what report or recommendations (if any) it wishes to make to the PCC.
- 2.2 While the draft Annual Report relates to the previous PCC's Police and Crime Plan, Panel Members have an opportunity to hold the current PCC to account for the progress made with delivering the objectives set out within it.

3. Suggested approach

- 3.1 The attached draft Annual Report (**Annex 1**) presents the progress which has been made during the last financial year in meeting the police and crime objectives in the Police and Crime Plan. The report provides performance metrics for each of the priorities and an overview of the main areas of activity.

- 3.2 The PCC will attend the meeting to answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable (subject to operational commitments).
- 3.3 After the PCC has introduced the draft Annual Report, the Panel may wish to ask questions on the following areas:
- a) The extent to which the Plan's vision (for preventing and fighting crime, tackling its causes, and protecting the most vulnerable in our communities from victimisation) was achieved;
 - b) How the PCC has ensured that key priorities for Norfolk continue to be addressed.

4. Action

- 4.1 The Panel is recommended to review the Police and Crime Commissioner for Norfolk's draft Annual Report 2021-22 and agree what report or recommendations (if any) it wishes to make to the PCC.



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ANNUAL REPORT

2021/22

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1. FOREWORD

This Annual Report, which covers the year 1 April 2021 to 31 March 2022, is the last to be written on the basis of the Police and Crime Plan 2016-2020. This Plan was written by my predecessor, Lorne Green, and has stood up well to the tests of time and events. The Plan was initially extended by a year because the pandemic delayed the Police and Crime Commissioner election from May 2020 until May 2021. I then extended the Plan again until 30 March 2022 to give myself plenty of time to consult about and to write my own Plan, which came into effect on 31 March 2022. My Plan carries forward much of the thinking behind Lorne's plan and so, while presented differently, there will be continuity between the old Plan being reported on here and the new Plan, which will be reported on in future.

Norfolk Constabulary continues to do excellent work in keeping the county safe. Acting on the public's behalf, I hold the Chief Constable, Paul Sanford, to account for the performance of the Constabulary against the Plan through formal PCC Accountability Meetings and through less formal meetings and conversations on a day-to-day basis. I am kept informed of the public's concerns by questions asked of me during the public engagements I undertake, the Time to Talk surgeries that I hold and the large volume of correspondence my office receives. It is the performance of the Constabulary, and the performance of my office in the wider 'And Crime' arena, that is summarised in this Annual Report. The Constabulary is also expected to report to the National Policing Board about its performance against the government's Beating Crime Plan. This information is also available to the public through my website in accordance with the Specified Information Order.

Policing is a wider subject than just police officers. Norfolk has a resident population of around a million people and a police force of 1,800 officers. At any one time there are probably only around 200 officers on duty across the county. Sir Robert Peel, when he created the modern police service in the 1820s and 30s said that "the public are the police, and the police are the public". By this he meant that everyone has a role to play in policing: whether by simply abiding by the law; or through more active support of those members of the public who serve in the police force. Norfolk enjoys a significant and growing degree of public engagement with policing: whether it is through volunteer schemes such as the Special Constabulary, Independent Custody Visitors, Community Speed Watch, neighbourhood priority meetings and so on; or through the charities engaged in the partnerships that support my office in the wider 'And Crime' arena. This public engagement is both welcome and important in addressing not just crime itself but also the circumstances that create conditions for crime and the consequences of crime having occurred.

Last, but by no means least, I would like to highlight the work of my office. The Office of the Police and Crime Commissioner for Norfolk (OPCCN) is a net financial contributor to the wider 'And Crime' work. The OPCCN alone brings in upward of £2.5million in additional grants each year. An important factor in identifying where such resources are needed is the close integration, to a degree not matched anywhere else in the country, of policing with the Norfolk County Community Safety Partnership. The OPCCN also does excellent work in bringing together and coordinating the work of other partners from across the public, private and charity sectors so that the resources available across the county may be used to deliver the best effects on the ground. The new Norfolk Integrated Domestic Abuse Service (NIDAS), launched on 3 January 2022, which supports victims of domestic abuse, is an excellent example of the strength of such partnerships.

This may be the final annual report set against my predecessor's plan. However, looking forward, it will also be the start point for the next report, which will be set against my Police, Crime and Community Safety Plan. The continuity from one plan to the next will be important in ensuring that Norfolk continues to be provided with the policing service that the people of Norfolk expect.



Giles Orpen-Smellie

Police and Crime Commissioner for Norfolk

2. EXECUTIVE SUMMARY

The Police Reform and Social Responsibility Act 2011 requires a Police and Crime Commissioner (PCC) to produce and publish an Annual Report. This report covers the period from 1 April 2021 to 31 March 2022 and presents the progress made during the last financial year in meeting the Police and Crime Plan objectives.

PCCs are required to publish certain information to allow the public to hold them to account. Following stage one of the governments PCC Review it found that the public cannot always easily access information on how well their force is doing, which is vital if they are to hold PCCs to account. In response to this finding, on 31 May 2021 an amendment was made to the Specified Information Order and this report provides more detail on those changes and how readers can access information in relation to this important area of transparency work.

With Covid-19 restrictions easing, public visibility was once again a priority for the PCC to ensure that residents of Norfolk had an opportunity to have their say on policing and crime. Between the months of April and November 2021, the PCC visited each district in Norfolk holding a series of pop-up street surgeries with local policing teams.

Alongside this, the PCC conducted a series of walkarounds in several locations across Norfolk, including Kings Lynn, Great Yarmouth, Norwich, Diss, Wymondham, Wells, and across the Norfolk Broads. The walkarounds provided the PCC with an opportunity to discuss local policing concerns with members of the public and local businesses. Whilst on the walkabouts the PCC discussed his plans for the future of policing and listened to what residents wanted from their police service.

For the PCC Accountability Meeting in July 2021, the PCC invited Norfolk residents to submit questions to be put to the Chief Constable and other senior officers. Questions had to be submitted in writing at least ten working days before the meeting and had to relate to policing priorities in Norfolk as a whole or specific to a local area. This new initiative was a resounding success with 59 submissions being received from members of the public over the past year, covering a wide range of local issues and concerns.

In February 2022, the PCC launched his 'Time to Talk' sessions as a new means of engagement and to ensure that he remained accessible to residents across Norfolk. 'Time to Talk' sessions have been held either virtually or over the telephone providing people with direct one-to-one access to the PCC.

Norfolk Constabulary is now into the second year of 'Operation Uplift'. This Home Office led plan announced in September 2019 aims to increase nationally the numbers of police officers by 20,000 over three years. These new posts would be in addition to the normal recruitment plans required to manage turnover of staff as officers leave or retire.

To meet the challenge, the Constabulary has developed a recruitment plan which is regularly reviewed. Part of that plan is a comprehensive marketing campaign which is an opportunity to broaden the recruitment profile to ensure all Norfolk's diverse communities can consider the police officer role as a potential career.

The pandemic brought about positive changes to the way that the Constabulary engaged with the community through an increased presence on digital platforms including Twitter, Nextdoor, Police Connect and Facebook. That engagement utilised an enhanced use of online polls, surveys and 'live chat' approaches to ensure that local communities could continue to be involved in decisions and solutions about the issues that most concern them.

Alongside the heightened online footprint, officers maintained a strong visible presence in their local communities throughout the pandemic. Beat Managers and Response Officers continued to patrol their neighbourhoods, responding to community concerns, and providing reassurance.

Volunteers continue to be an invaluable resource for the Constabulary across the county whether these are operational warranted special constables working side-by-side with their regular colleagues or non-warranted volunteers performing supporting roles.

‘County Lines’ is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the United Kingdom. A dedicated mobile phone number known as a ‘deal line’ is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.

Most county lines impacting on Norfolk are London-based and in 2019 Norfolk Constabulary formed a specialist County Lines Team to work alongside officers from the Metropolitan Police Service to target those in control of the lines under Operation Orochi. The number of county lines active in Norfolk has reduced from 41 lines in April 2021 to 29 in March 2022, a 29.3% reduction.

The Constabulary’s drone response has continued to evolve at pace across the year both in terms of technology and personnel. A team centrally based at Wymondham continue to deploy to a wide remit of tasks including both indoor and outdoor events to support operations, colleagues, and partner agencies. In addition, the drones team continue their close working with Norfolk Fire and Rescue Service to provide a countywide drone response day and night, seven days a week.

Operation Randall is Norfolk Constabulary’s response to rural crime in the county. Covid-19 continued to affect rural face-to-face engagement events across the year, however as restrictions lifted the team were able to attend both the Sandringham Show and East Anglia Game and Country Fair. An extensive online presence remained throughout the pandemic with alternative engagement methods being utilised.

Norfolk Constabulary implemented a new ‘Safer Roads’ meeting in 2021 which is now well embedded within the Norfolk Road Safety Partnership (NRSP), bringing together agencies and police within a tactical forum to analyse collision data, understand risk areas and develop responses. In addition to the day-to-day education and enforcement work of the Roads and Armed Policing Team (RAPT), the NRSP has funded the Road Casualty Reduction Team (RCRT). The RCRT is a team of police motorcyclists who prioritise work around education and enforcement with a particular focus on vulnerable road users. They lead on two key engagement operations:

- ‘Safe Rider’ workshops for motorcyclists
- ‘Close Pass’ initiative to increase safety for cyclists

In the last year the RCRT have held eleven Safe Rider events with colleagues from the Norfolk County Council Road Safety Team, with a total of 94 members of the public participating. In the past twelve months, the Constabulary ran seven Close Pass events with over 60 vehicles stopped, of which seven drivers were prosecuted.

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has played a lead role in ensuring vital support and services are in place in the county to ensure fewer women encounter the Criminal Justice System (CJS) or end up in custody leading to crime free, healthier lives. The management of women in contact with the CJS requires a joined-up approach that acknowledges the gender-specific needs of women, promotes positive wellbeing and supports successful long-term outcomes to reduce reoffending.

As part of the 'Women in the CJS Strategy Group' the OPCCN has been working with the Eastern Region National Probation Service and partners to create a 'Norfolk Strategy' to set out its approach in this area. The strategy focuses on four key areas including Early Intervention and Prevention, Courts and Sentencing, Custody and Resettlement and Community Sentences. Further information on the strategy can be found here: <https://www.norfolk-pcc.gov.uk/assets/documents/220428-SLC-Women-Offenders-policy-FINAL.pdf>

The OPCCN embarked on a complete system change for the delivery of domestic abuse services supporting high and medium risk clients, their children, the management of the County's Domestic Abuse Champion Network from Children's Services, Therapeutic Group Programmes for victims and training for professionals for those districts who worked in partnership with the OPCCN.

The Norfolk Integrated Domestic Abuse Service (NIDAS) was developed in co-production with Norfolk victims, the county's statutory agencies, the Domestic Abuse and Sexual Violence Group (DASVG) and the DA/SV Providers Forum. One of the aims was to provide an integrated service where victims/survivors would be offered a standardised provision for support across the county, where they only had to tell their story once and where their children could also be supported. The OPCCN is the lead commissioner for this county service; Children's Services, Adult Social Services, Norwich City Council, Broadland District Council and South Norfolk District Council have all come on board as key partners with funding.

In the last year the Joint Norfolk and Suffolk Information and Communications Technology (ICT) department continued its assistance to the Covid-19 response, as well as supporting the commencement of work around the new Constabulary Modern Workforce Programme. During that period, over 350 new laptops were purchased and commissioned for staff members. This offered departments and teams greater resilience to the impact of absences through the pandemic by offering different working arrangements, as well as more flexibility as normal day-to-day business processes started to return.

The team supported a regional pilot of the introduction of a Robotic Process Automation (RPA) which is technology designed to increase the efficiency of the vetting procedure by automating certain elements. The pilot also offered the ICT team the chance to evaluate for the longer term the opportunities this type of mechanism will offer to automating other transactional processes across the Constabulary.

Home Office grants remained the same at £87.2m in 2018/19 as in 2017/18, which indicated a real term drop in funding when taking inflation into account. The increase to £88.8m in 2019/20, £94.8m in 2020/21, £100.2m in 2021/22 and £105.6m for 2022/23 was welcomed after challenging settlements, however much of this increase related to the officer uplift programme to increase police numbers nationally. In recognition of funding challenges and increased demand, the settlement came with the ability to request an increase in council tax above inflation. The council tax increased by 5.68% for 2021/22 and 3.59% for 2022/23.

However, there still was the need to make savings to balance the budgets and to the end of March 2022, those annually recurring savings since 2010 now total £40m. Around half of that total has come from collaboration between Norfolk and Suffolk Constabularies. A joint strategy exists which outlines the collaborative vision for Norfolk and Suffolk and provides a strategic framework within which collaborative opportunities are progressed.

The Norfolk County Community Safety Partnership is unique, as it is the only crime and disorder reduction partnership in the country managed by the OPCC for the police force area. There was an ongoing focus on domestic abuse during the past year, and during the first six months, the partnership continued to respond to the impact of the Covid-19 pandemic and the effects of social restrictions on the abuse being experienced by families. In addition, there was a wide range of significant activities undertaken and outcomes achieved.

3. OPCCN BUSINESS DELIVERY PLAN

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) supports the Police and Crime Commissioner (PCC) to develop the Police, Crime and Community Safety Plan and set local priorities (in conjunction with the Constabulary and other partners) and provides funding, governance and oversight, and monitors outcomes and public satisfaction.

The OPCCN makes the most effective and efficient use of all its technical skills and experience and continues to develop a network of support at a national, regional and local level. Officers maximise opportunities to gain from best practice and lessons learned, and to consider policy advice and guidance relevant to Norfolk, whilst working collaboratively with our partner organisations in the public, private and voluntary sector.

The OPCCN also has a role in continuing to increase awareness and use the profile and influence of the PCC role to lobby nationally and regionally on key issues relevant to Norfolk, providing a platform in supporting the PCC to operate as an 'effective voice' for our local communities to ensure their needs are heard and understood, and that police, community safety and criminal justice services are responsive to local priorities.

This is essential to ensure that the PCC and OPCCN can deliver the policy expectations of a number of government departments including the Home Office and Ministry of Justice and fulfil its legal responsibilities and operate within complex legal and accountability frameworks that apply to local policing bodies.

The Covid-19 pandemic brought many challenges and transformed the working environment for people across the country, and the OPCCN was no exception and created an agile working environment for all staff, enabling them to work from home and, crucially, maintain business continuity throughout the period of this annual report.

The OPCCN continued to ensure the effective scrutiny of police performance during an unprecedented period as well as ensuring the continued delivery of a range of services for victims of crimes such as domestic abuse, who had been made more vulnerable by the social restrictions of lockdown, alongside providing leadership for local partnerships in response to new and emerging issues.

The term of the previous PCC was extended by a year in response to the challenges posed by the pandemic and the countrywide PCC elections were instead held in 2021, with the new PCC taking up the role in May that year which covers the majority of the period for this annual report.

Following the publication of the new Police, Crime and Community Safety Plan on 31 March 2022 the OPCCN is evolving its Business Delivery Plan to ensure it can continue to support the PCC in delivering the key priorities for Norfolk and performance will be monitored through future Annual Reports and Performance Updates to the Norfolk Police and Crime Panel.

4. TRANSPARENCY

Specified Information Order

Police and Crime Commissioners (PCCs) are required to publish certain information to allow the public to hold them to account. Section 11(1) and (2) of the Police Reform and Social Responsibility Act 2011 requires an elected local policing body to publish any information specified by the Secretary of State by order. The Elected Local Policing Bodies (Specified Information) Order 2022 sets out the information that must be published.

On 31 May 2021 an amendment was made to the Specified Information Order that required PCCs to provide information relating to the force's performance against the Government's national priorities for policing, Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) performance reports on the force, and complaint handling must also be made available. The amended Order also specifies that this information must be published in a prominent place on the elected local policing body's website.

During stage one of the governments PCC Review it found that the public cannot always easily access information on how well their force is doing, which is vital if they are to hold PCCs to account. You can access all of the information in relation to Norfolk PCC's compliance with the Specified Information Order through the OPCCN website: [Specified Information Order | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/specification-information-order)

Our Achievements

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) had previously been the recipient of a prestigious national award for openness and transparency over several successive years. The award of the Open and Transparent Quality Mark was issued by CoPaCC (Comparing Police and Crime Commissioners) – an independent national organisation established shortly after the first PCC elections in November 2012 to monitor policing governance in England and Wales – based on CoPaCCs 'mystery shopper' transparency assessment of the information made available to the public on the OPCCN website.

No award process has been in operation during 2021/22 due to CoPaCC no longer having the funding to deliver this service. As the PCC is the national lead for Transparency and Accountability it was vitally important that work does not stop in this area. In the forthcoming financial year, the OPCCN is undertaking several projects to ensure it continues to work in an open and transparent manner. An independent internal audit will be undertaken for 2022/23 to assess compliance and a new process is being introduced to replace the CoPaCC award using the services of the Norfolk Independent Advisory Group.

If you want to know more about how the OPCCN discharges its governance duties and its commitment to transparency, you can read more on the Norfolk PCC website here: [Transparency | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/transparency)

5. ENGAGEMENT AND ACCESSIBILITY

PCC District Visits and Pop-up Street Surgeries

With Covid-19 restrictions easing, public visibility was once again a priority for the PCC to ensure that residents of Norfolk had an opportunity to have their say on policing and crime. Between the months of April and November 2021, the PCC visited each district in Norfolk holding a series of pop-up street surgeries with local policing teams.

The pre-advertised street surgeries invited members of the public to come and speak about their concerns regarding policing and crime in their area. The PCC was accompanied by the local Beat Manager or Inspector to provide advice and support on operational matters to develop ideas how problems such as, ASB and speeding in the local area, could be addressed.

Alongside this, the PCC conducted a series of walkarounds in several locations across Norfolk, including Kings Lynn, Great Yarmouth, Norwich, Diss, Wymondham, Wells, and across the Norfolk Broads. The walkarounds provided the PCC with an opportunity to discuss local policing concerns with members of the public and local businesses. Whilst on the walkabouts the PCC discussed his plans for the future of policing and listened to what residents wanted from their police service.

The PCC also attended some Safer Neighbourhood Action Panel meetings, virtually and in person, across Norfolk to understand the specific types of crime that were affecting residents in those communities.

The PCC continued to hold bespoke events with communities who may find engagement with the police difficult for a variety of reasons, these groups included members from the disabled community, the migrant community and the elderly.

Norfolk Association of Local Councils 'Q&A' Sessions

The PCC continued to work with the Norfolk Association of Local Councils (NALC) and held a series of virtual 'Question and Answer' (Q&A) sessions beginning in early 2022. NALC is a not-for-profit membership association of parish and town councils and provides specialist information, advice, and training.

The meetings were held via an online virtual platform covering all seven districts across Norfolk; with all parish and some town council representatives being invited to ask policing and crime questions of the PCC. During the two-hour meetings, each policing district Superintendent provided updates on positive local police action as well as the response to district issues, then members were asked to raise any concerns or ask questions of both the police and the PCC. All meetings were very well attended by members of the local parish councils, and this helped the PCC to continue to engage with various communities across Norfolk.

Online 'Time to Talk' Sessions

At the beginning of February 2022, the PCC launched his 'Time to Talk' sessions as a new means of engagement and to ensure that he remained accessible to residents across Norfolk. 'Time to Talk' sessions have been held either virtually or over the telephone providing people with direct one-to-one access to the PCC. To access the fifteen-minute session with the PCC, members of the public were asked to book via the web page or calling direct into the office. The sessions have been very popular, and the PCC has managed to engage with many residents across Norfolk through these regular sessions.

Police and Crime Plan Consultation

PCCs have a statutory duty to consult 'with the community and victims of crime from their policing area when drafting their Police and Crime Plan. PCCs must consult with the community and victims of crime from their policing area on the priorities for a new Police and Crime Plan, as set out in Section 96 (1) of the Police Act 1996 as amended by Section 14 (3) of the Police Reform and Social Responsibility Act 2011. Consultation can be undertaken in whatever format the PCC considers appropriate.

The PCC has stated that consultation and public engagement are key priorities. To ensure the OPCCN fulfils its Public Sector Equality Duty, an Equality Impact Assessment was conducted before the launch of the consultation and reviewed throughout the period. The public consultation for the Police and Crime Plan 2022-2024 ran for four weeks from Monday 26th July until Friday 20th August 2021 and took the form of an online survey.

The Police and Crime Plan consultation was conducted through an intensive programme of engagement activity which brought the PCC into contact with individuals, groups and organisations all over Norfolk. During the four-week consultation period, the PCC met with community groups and local organisations: including Norwich Market stall holders, and local business across Norfolk, First Focus, Access, Norfolk PCC Youth Commission, Opening Doors, Kings Lynn Islamic Community Leaders, West Norfolk Jewish Community leaders, members from the LGBTQ+ community groups, BME community members, ED Youth Project in Fakenham and the Broads Authority.

In addition to this engagement activity, the PCC held focus groups to explore views and experiences, including those of victims of crime, in more depth. The sessions also sought to enable community groups who may have faced barriers in taking part in the survey to have their say and focused on increasing feedback from young people as survey data showed their voices to be missing from the public response. Focus groups took place with the Norfolk PCC Youth Commission, Opening Doors (user-led organisation for people with learning difficulties) in Diss and the Norfolk Independent Advisory Group. Other engagement included the PCC attending events with local community groups to raise awareness of his role, the consultation and to gather views. The PCC also spent time on patrol with police officers in King's Lynn, Great Yarmouth, Norwich, Wells, Swaffham, Dereham, Holt, Long Stratton, Hoveton, Wroxham and Wymondham, to gain a better understanding of the crime and disorder issues and demands on policing in both rural and urban areas.

Precept Consultation

There is a duty on the PCC to consult with members of the public, ratepayers and community representatives within Norfolk when setting the policing precept in the council tax (section 14(3)(1B) of the Police Reform and Social Responsibility Act 2011).

The consultation period ran from Tuesday 3 January 2022 until Friday 14 January 2022, with the focus of the consultation being an online survey. During this time the PCC held a Q&A session with the NALC providing local councillors the opportunity to ask questions regarding his plans for the upcoming policing precept. The OPCCN worked with various media outlets to ensure that the consultation was promoted and allowed for all members of the public in Norfolk to have their say. Both on the OPCCN website and during various press releases, it was made clear that those residents who did not have access to a computer could be posted hard copies of the consultation documents and survey with a free post returning envelope included in the pack, so that their views could be included too.

The OPCCN worked with a variety of stakeholders to hold focus groups allowing for feedback to be provided from the hardest to reach communities; these focus groups included members of the Norfolk Independent Advisory Group and the Norfolk Youth Commission.

6. POLICE AND CRIME PLAN OBJECTIVES

On 6 May 2021, the people of Norfolk elected Giles Orpen-Smellie as its Police and Crime Commissioner (PCC). As the new PCC, he was required to design and deliver a new Police and Crime Plan in consultation with residents across Norfolk, which was issued on 31 March 2022. Whilst that work was ongoing, the previous Police and Crime Plan 2016-20, and its associated priorities, set by former PCC Lorne Green remained in place. As a result, the following seven priorities continued until March 2022:

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

6.1 INCREASE VISIBLE POLICING

The first priority focuses on:

- Increasing the number of volunteers in policing
- Increasing opportunities for the public to engage with the police and PCC
- Bringing the community, including importantly young people, and the police together to develop more positive relationships
- Giving people an opportunity to influence policing priorities where they live
- Increasing public confidence and reduce fear of being a victim of crime

The Police Uplift Programme

The Constabulary is now into the second year of 'Operation Uplift'. This Home Office led plan announced in September 2019 aims to increase nationally the numbers of police officers by 20,000 over three years. These new posts would be in addition to the normal recruitment plans required to manage turnover of staff as officers leave or retire.

A national formula has been developed around the current model used to distribute the police grant with the expectation being that this would ensure the growth in officers was proportionate to the needs of the policing area.

A baseline figure of 1,677 officers was established for Norfolk to track the progress of the Uplift programme. Over the three years Norfolk Constabulary has been allocated monies for an additional 224 officers. The 224 officers are split into three annual recruitment phases, with the allocation being 67 in the first year, 67 again in the second year and 90 in the final year. The Constabulary has met its Uplift targets for the first year and at the beginning of the 2022/23 financial year, plans are indicating that the target for year two will comfortably be achieved.

To meet the challenge, the Constabulary has developed a recruitment plan which is regularly reviewed. Part of that plan is a comprehensive marketing campaign. The campaign is seen as an opportunity to broaden the potential recruitment profile to ensure all Norfolk's diverse communities can consider the police officer role as a potential career.

A Positive Action Recruitment Advisor provides significant support to the process, and they continue to help underrepresented candidates through the stages of recruitment. In addition, they ensure close links with local education providers to ensure those looking to move on into

work can consider the police role. The advisor also delivers targeted 'Open Events' for those seeking greater information about the process which have been well received by the community.

The Constabulary is already seeing some successes around increasing the diversity around officer recruitment. Within the 2021/22 intakes:

- The proportion of those recruited who identify as Black, Asian and Minority Ethnic (BAME) increased from 2.7% (4 of 149) in 2020/21 to 2.8% (6 of 214) in 2021/22.
- Female recruitment increased from 34.9% (53 of 152) in 2019/20 to 43.5% (93 of 214).
- Those who identify as Lesbian, Gay, Bi-sexual, Transgender and those individuals who do not fit binary notions (referred to as LGBT+) increased from 3.9% (6 of 152) to 8.4% (18 of 214).

Police Education Qualification Framework

The Police Education Qualification Framework (PEQF) is the new national officer training programme brought in to ensure those performing this increasingly complex role have the necessary skills and knowledge. The programme has two workstreams – those that have a degree study for two years and gain a diploma, and those without who will complete a three-year degree. Both methods are in effect a mix of dedicated classroom working alongside operational periods, performing the role of an officer. Norfolk Constabulary have partnered along with the other forces in the region with Anglia Ruskin University (ARU) to assist in the delivery of this training.

PEQF is now live in Norfolk with the first 16 new students progressing via the Degree Holder entry route workstream, whilst the first cohort of 20 students started on the Degree Apprenticeship workstream in June 2022. Due to the success of the recruitment marketing programme under its 'Yes Police' branding, the recruitment pipeline for year 2022/23 is almost filled already.

As PEQF develops into business as usual, collaboration between the regions forces and ARU will be key, and robust governance and controls are in place to ensure all aspects of quality and service delivery meet expectations and are compliant with contractual requirements. Reporting will be through a PEQF board with a focus on student progress, ARU performance and oversight of the learning around supporting operational policing demands.

In addition, there is close local working with City College Norwich and other local Higher Education providers around those uniformed services courses with a link to policing to ensure that those students are supported including a link into the recruitment process.

Impact of Covid-19 on Frontline Policing

The pandemic brought about positive changes to the way that the Constabulary engaged with the community through an increased presence on digital platforms including Twitter, Nextdoor, Police Connect and Facebook. That engagement utilised an enhanced use of online polls, surveys and 'live chat' approaches to ensure that local communities could continue to be involved in decisions and solutions about the issues that most concern them.

Alongside the heightened online footprint, officers maintained a strong visible presence in their local communities throughout the pandemic. Beat Managers and Response Officers continued to patrol their neighbourhoods, responding to community concerns, and providing reassurance.

Safer Neighbourhood Action Panel (SNAP) priority setting meetings continued by moving to online platforms. In some areas it was found that digital events increased participation and representation. As the pandemic eased, these meetings returned to their traditional in person format but have continued to make use of online opportunities which allow community members to contribute virtually if this is preferred. Norwich East Neighbourhood Team are piloting technology which will allow the live streaming of the SNAP meeting across several different online platforms simultaneously.

As lockdown restrictions eased, traditional methods of face-to-face consultation and engagement have resumed, with Neighbourhood Policing officers once again attending meetings and events in their local communities. Pop-up engagement surgeries returned, alongside 'Park, Walk, Talk' visibility patrols. The Constabulary also used data from the StreetSafe public reporting digital application to target patrols in areas where people were raising concerns that they felt unsafe.

The Constabulary also created a Community Policing Team with a county-wide remit. This specialist resource will support local policing teams to address neighbourhood priorities through high visibility patrols, focused on engaging with communities.

Volunteers

Volunteers continue to be an invaluable resource for the Constabulary across the county whether these are operational warranted special constables working side-by-side with their regular colleagues or non-warranted volunteers performing supporting roles.

Special Constables

During Covid-19 it was noted that some special constables were giving significant additional time to support their frontline colleagues. Their additional contribution provided a highly visible presence across the county.

Despite restrictions for periods of the year the special constable recruitment process continued and were a mix of online and face to face engagements. One of the initial training courses (which is classroom centred) was based out of RAF Marham.

Recruitment of officers into the regulars from the Special Constabulary continues and it's noted that several applicants apply to join within a few months of starting as a Special Constable. This of course causes a turnover of volunteers but for context, Norfolk has the lowest percentage of leavers in the region and has the highest percentage of those leaving joining the regular Constabulary.

Plans are being made for the return of face-to-face interactive recruitment events which showcase the role of a Special Constable which its hoped will attract more people to consider the opportunity.

This year, three members will undergo public order training, and this will mark the first time that members of the Special Constabulary will have the opportunity to work side-by-side with their regular colleagues performing this specialist function.

Volunteers

The Constabulary maintains a central oversight of the roles identified as suitable for volunteering so it can monitor fluctuations in availability to cover key tasks.

Activity by Police Support Volunteers (PSV) who did not carry warranted powers was initially suspended during the Covid-19 period as a precaution. During the last year however, several roles have been re-engaged and it's noted that amongst existing volunteers more are coming forwards again to contribute. Several volunteers have still voiced concerns around the need to continue to protect themselves post Covid-19 lockdown, which is completely understood, and the Volunteer team will assist in maintaining contact where someone feels affected.

Any new volunteering opportunity in the first instance is being offered out to existing PSVs before being advertised externally. In addition, the Constabulary introduced the concept of Lead Volunteer for certain roles to assist with recruitment to certain types of work.

The Constabulary noted a very high response from people interested in helping run the 'Wellbeing Dogs' where volunteers will be out and about on police premises with their animals' lifting spirits and engaging with staff.

An update on the contributions Special Constables make to policing the rural community is provided within the Priority 2 'Support Rural Communities' section of this report and an update on the work of the Speed Watch volunteers is provided within the Priority 3 'Improve Road Safety' section.

County Lines

'County Lines' is a term used to describe gangs and organised criminal networks involved in the supply of crack cocaine and heroin across the United Kingdom. A dedicated mobile phone number known as a 'deal line' is used to advertise and coordinate the sale of drugs. Young people and vulnerable adults are routinely exploited by being used to conceal, deliver, and deal drugs. Vulnerable local people are often bullied into allowing their homes to be used for storing, preparing, and selling drugs and to provide accommodation for drug runners. Intimidation and violence are common, and affected areas report increased levels of violence and weapon-related crime.

The exploitation of children and vulnerable adults enables those in control of the criminal network to remain hidden from the police, often in another part of the country, far from where the drug dealing takes place. Most county lines impacting on Norfolk are London-based and in 2019 Norfolk Constabulary formed a specialist County Lines Team to work alongside officers from the Metropolitan Police Service to target those in control of the lines under Operation Orochi.

The operation has now resulted in 71 county line controllers being sentenced to a total of 242 years imprisonment, and the termination of 58 drug lines. The number of county lines active in Norfolk has been reduced from 41 in April 2021 to 29 in March 2022, a 29.3% reduction. The quality of the Norfolk Police investigations has meant the Constabulary has secured 99% pre-trial guilty pleas and a 100% conviction rate.

Until recently, county lines drug dealing has been regarded by criminals as low risk and high reward. The Constabulary believes its approach is making the County a more hostile operating environment for this type of criminality. The plan is that officers will continue to focus on the leadership of these criminal networks and relentlessly target this type of offending.

The Constabulary also continues to work closely with partners under Project ADDER (Addiction Diversion Disruption Enforcement and Recovery) to support those whose lives are blighted by drugs. A drop-in centre is now open in Norwich city centre offering improved recovery and diversion programmes to those affected, and it is hoped that a significant reduction in the availability of crack cocaine and heroin, coupled with better support and

treatment, will reduce the demand for drugs, save lives, and improve life for all our communities.

Operation Moonshot

Operation Moonshot is now well established with three proactive teams covering the East, West and Centre of the county. They provide a highly visible policing presence, and their purpose is to disrupt and deny criminals the use of the road network. Their deployments and targets are intelligence led.

Each team is led by a Sergeant and has eight proactive officers linked to an investigation support. On average three marked vehicles work from each location on any standard day. The teams work on a flexible shift pattern and are often called upon at short notice for operational reasons.

The teams proactively use Automatic Number Plate Reader (ANPR) systems to support their efforts. The key headlines for 2021/22 are as follows:

- 3,593 vehicles stopped – an average of 10 cars stopped a day, each day of the year. 1 in 4 vehicles stopped ended up with an arrest
- 526 vehicles seized
- 840 arrests made in 320 working days, with 800 offences charged
- 57 custodial sentences / 43 suspended sentences / over 50 years of imprisonment in total (NB: this figure continues to grow due to cases not yet heard in 2022)
- 145 disqualification periods – with those charged and found guilty adding up to 50 years' worth of driving bans
- £81k in fines
- £544k in property recovered / £123k in cash seized
- £2m in drugs seized (estimated value recovered)

An example of the work the Op Moonshot team do:

One team was tasked by a local district to assist in an operation targeting the supply of controlled drugs. Whilst out on active deployment, the target vehicle was spotted driving erratically where it was quickly intercepted. The three occupants and the vehicle were detained for a search. A large packet containing a white substance was recovered and two of the occupants were found in possession of offensive weapons. Preliminary testing of the powder showed the presence of Crystal Meth with the quantity seized having an estimated street value in the tens of thousands of pounds. The suspects were arrested and have now been charged to court.

Drones

The Constabulary's drone response has continued to evolve at pace across the year both in terms of technology and personnel. A team centrally based at Wymondham continue to deploy to a wide remit of tasks including both indoor and outdoor events to support operations, colleagues, and partner agencies. In addition, the drones team continue their close working with Norfolk Fire and Rescue Service to provide a countywide drone response day and night, seven days a week.

Significant developments in the past twelve months included:

- Development of an in-house database to manage several administration tasks including deployment requests, flight recording, training status, drone maintenance

and handover reports. Utilising local expertise this was a no cost solution offering a potential significant saving when compared to other commercially available systems.

- Scoping, development and approval of a business case to create a Norfolk Drone Training School. Based at the new police training facility at Hethersett Old Hall School a dedicated team will offer both practical and theory-based training to qualify course attendees to be licensed drone pilots. In addition to addressing local training need the intention will be to offer this course to other forces and partner agencies with the potential that the work will provide an income generation opportunity.
- Norfolk has also been successful in bidding for and receiving significant funding to develop trials around long range drone flights, referred to as Beyond Visual Line of Sight (BVLOS). This potentially provides the Constabulary with an ability to send drones out from a central location with the ability to cover across the whole county. Significant work is in progress to ensure the correct safety and aviation procedures are developed, but the project potentially offers significant opportunities for the future.

Total drone deployments for 2021/22 show a 27.1% increase over the results for 2020/21 as the chart below highlights:

Month	Pre-planned	Spontaneous
April	28	159
May	38	149
June	40	142
July	40	146
August	35	132
September	58	130
October	16	118
November	18	135
December	20	113
January	29	128
February	17	92
March	25	114
Total 2021/22	364	1,558
Total 2020/21	329	1,226
Difference	+10.6%	+27.1%

Some examples of the diverse type of work the undertaken by the team:

Following a road traffic collision, the driver of one vehicle ran off from the scene across marshland. The drone pilot was able to deploy the drone across the difficult and potentially dangerous landscape. The driver was located cold, wet and hiding from police in remote reed beds and arrested.

Following the report of a night-time house burglary, the drone pilot was able to deploy the drone to conduct an efficient and timely search of the area from the air leading to the drone's thermal camera locating the suspect and then being able to guide in officers on foot to make the arrest.

The drone pilot was one of the units sent to deal with an incident in Norwich. Early deployment gave the pilot and incident commander an opportunity to identify two suspects leaving the rear of the address and whilst the drone tracked these individuals', officers on foot were directed in to intercept them.

Some deployments are to support complex investigations where a view across the landscape around where an incident took place would assist. One such example was when the drone team were requested to provide a visual three-dimensional mapping with street images to support Crown Court trial for a major investigation.

Community Engagement and Confidence in Policing

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

Public Perceptions Survey

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

The survey is now into its third full year and is generating rich insight into the perceptions of the public on several key policing and personal safety matters. The data is available at county and district level, identifying local trends that indicate either areas to improve or where best practice could be shared. 150 surveys per district are conducted each quarter, seeking views on:

- Feelings of safety
- Police visibility and presence
- Perceptions of crime and ASB
- Police engagement with local communities
- Experiences of victims of crime
- Dynamic issues that are particularly relevant at any one time (for instance, the introduction of body worn videos)

Headlines from the last public perceptions quarterly data (twelve months ending March 2022) are below, with a comparison against the previous twelve-month period (ending March 2021). These figures are based on 4,200 surveys which were conducted over this period, 600 per district:

- 86% of respondents think police are doing a good or excellent job (four percentage points decrease compared with the previous reporting period)
- 78% of respondents indicated they had confidence in the police in their local area (seven percentage points decrease compared with the previous reporting period)
- 83% of respondents indicated they were confident they would get a good service if they reported a crime or incident (four percentage points decrease compared with the previous reporting period)
- 88% of respondents felt the police would treat them with fairly and with respect (five percentage points decrease compared with the previous reporting period)
- 97% of respondents felt safe in the local area during daylight hours. This drops to 67% after dark (the daylight figure is consistent with the previous reporting period, after dark hours has dropped by eleven percentage points)
- 61% of respondents felt police understood the issues affecting their community (eight percentage points decrease compared with the previous reporting period)

Norfolk Constabulary has used the results of the Public Perception Survey to inform and direct engagement activity across the county. All forms of engagement are recorded by officers on a purpose-built application on their personal digital device, which enables the Constabulary to better understand and direct where this activity is taking place. The results are communicated back to the public with the aim being to reach the widest possible audience. A new Neighbourhood Policing Strategy is being developed following the publication of the new Police, Crime and Community Safety Plan and will be published during 2022/23.

Nationally, public confidence in policing was knocked by the outcome of the trial of Wayne Cozens following the tragic and deeply disturbing death of Sarah Everard. Cozens, a serving Metropolitan Police Officer at the time of Sarah's death, was convicted of using her trust in policing to abuse his position leading to her murder.

Chief Constable Paul Sanford was quick to respond issuing a public statement on 30th September setting out what action Norfolk Constabulary intended to take locally, offering reassurance around the work that the Constabulary would undertake with all our communities and partner agencies within the justice system, to rebuild trust and to make the county's streets as safe as possible for not only women and girls, but all who live, work and visit Norfolk.

A key element was his reassurance that Norfolk would look to maximise the potential of all recommendations from Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) report on 'Engagement with Women and Girls'. This work recognised that even more is needed to be done to prioritise dealing with violence against women and girls, with partnership work looking to increase support for victims and survivors, managing offenders and bringing perpetrators to justice, to ultimately increase the feeling of safety in our communities of Norfolk. This includes further improving in-force processes to ensure consistently high standards during our response and investigation of such matters whilst ensuring effective safeguarding of victims. You can read more about how Norfolk Constabulary engages with victims within the Priority 5 'Support Victims and Reduce Vulnerability' section of this report.

The safety of everyone in our communities needs to be a whole system approach, however, certain crimes disproportionately affect women and girls and manifest themselves in different ways. They are often hidden crimes, and so they demand targeted solutions. To this end, the Constabulary advanced the launch of the national online tool called StreetSafe that allowed the public to tell the police anonymously where they felt unsafe when out and about in the community. The submissions from the public are reviewed and, along with other crime statistics and reports, local policing commanders will build an appropriate response that includes high visibility patrols and engagement with local communities. The Constabulary also support the national Home Office Safer Streets Project and their communications campaign known as 'Enough', around tackling through education and raising awareness, and challenging unacceptable behaviour and working to change and manage repeat offenders.

In addition, recognising the negative impact of the case on public and police interactions, guidance and support, as well as clear messaging, was given to officers and staff emphasising that the onus was on them when at work, when working alone, and particularly when they were in plain clothes, to be supportive when facing concerns from a member of the public around any interaction with them.

Performance Metrics

COUNTY				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Increase Visible Policing	Actual Strength: Police Officers	1,799	1,537	+17%
	Actual Strength: Police Staff	1,290	1,101	+17.2%
	Actual Strength: Special Constabulary	186	189	-1.6%
	Actual Strength: Police Volunteers	113	127	-11.0%
	Funded Strength: Police Officers	1,672	1,509	+10.8%
	Funded Strength: Police Staff	1,322	1,127	+17.3%
	% of Police Officer Funded Strength available for frontline duties*	88.0%	89.1%	-1.1%
	% of people who agree that they have confidence in police (CSEW)**	Data currently unavailable		
	% of people who agree that police deal with community priorities (CSEW)**			

The date range for the Last 12 Months was 01/04/2021-31/03/2022. The date range for the Long-Term Average was 01/04/2018-31/03/2021.

*Due to recording procedure, this data shows the % Effective Strength of the Force available for Front Line Duties. Officers who are out of the classroom and attending incidents under tutorship are not counted within this figure, as they are not recorded as effective until the point where they pass their in-house basic driving test, however they are available for/undertaking front line duties.

**Due to methodology and output changes due to Covid-19, there have been no police force level CSEW confidence data releases since March 2020. The interim telephone survey methodology does not generate sufficient sample sizes to provide an assessment at police force level, and prevents some questions being asked that would ordinarily have featured in the face-to-face interviews. There is currently no indication as to when, how or if the previous survey format will be reintroduced, but it is likely that this data will not be produced or accessible for the foreseeable future.

6.2 SUPPORT RURAL COMMUNITIES

The second priority focuses on:

- Prioritising rural crime with a greater commitment to new ideas and joined-up approaches
- Increasing confidence of rural communities
- Increasing levels of crime reporting in rural communities

As a rural county, one of the Constabulary's core values is ensuring a commitment to rural communities, to focus on their concerns, and continue to be visible and responsive to rural crime trends. In addition to a physical presence, the Constabulary is also looking to support

communities with an increased digital and online presence across social media platforms, including Twitter, Facebook and Nextdoor.

Operation Randall

Operation Randall is Norfolk Constabulary's response to rural crime in the county. A centrally based team works alongside locally based rural Beat Managers to provide visible and effective policing to the rural communities of Norfolk. The approach is managed as part of the recently restructured CSOU (Community Safety Operational Unit), a multi-portfolio unit with responsibility for Rural Crime, Licensing, Metal Theft, Unauthorised Encampments and Drones.

Covid-19 continued to affect rural face-to-face engagement events across the year, however as restrictions lifted the team were able to attend both the Sandringham Show and East Anglia Game and Country Fair. An extensive online presence remained throughout the pandemic with alternative engagement methods being utilised. An extensive engagement presence is planned for 2022/23 including the Rural Crime Briefings (with the Chief Constable and Police and Crime Commissioner attending) and a presence at key rural events.

The team continue to deliver training to operational colleagues, recently delivering specific rural issues training to teams from Operation Solve, the Special Constabulary and the Police Cadets.

The monthly Operation Randall newsletter has continued to develop offering significant information and updates to the public and provides an ideal platform to highlight positive action as well as offering crime prevention advice. The newsletter will often include contributions from partners where this enhances an update. The number of subscribers to the Operation Randall newsletter remained consistent despite a change over to a new digital provider where recipients had to re-subscribe to ensure they continued to be sent the product. The subscriber figure is a guide only, as the newsletter is also disseminated by 23 partner organisations through their own contact lists, including the National Farmers Union, Country Land and Business Association, Diocese of Norwich and Norfolk County Farmers. Updates have been introduced to the format which now includes a PDF version making it easier to print for village notice boards and similar. It is also easier to upload to parish and partner websites.

Engagement has continued where possible by safe interaction, utilising outside meeting space and good use of social media and the wider press. The Operation Randall twitter account now has more than 3,000 followers, and the team encourage key messages to be re-tweeted.

The Operation Randall team continues to keep close focus on developing crime trends and issues across the County and region. The team provides oversight and leadership by working with colleagues to deal with matters in a coordinated manner.

Of note across the year has been the increased reporting of theft of GPS units from rural equipment. The Constabulary has created Operation Huff to respond to this issue with the team also linking in with national best practice and guidance.

Special Constables

For the last twelve months, the level of Special Constabulary support has decreased by 5.4% compared to the long-term average. This decrease is partially attributed to the recruitment of a proportion of the Special Constabulary into the regular police force, as well as some of those volunteers returning to their regular vocations following the end of lockdown.

The team has a committed cohort of Special Constables who support the rural crime portfolio and primarily work alongside the CSOU undertaking high visibility patrols, attending engagement events, and supporting days of action particularly in relation to Operation Galileo (the national police response to hare coursing).

Many of the team are also equipped to fly police drones and this tactic has been used to enhance the patrol of vulnerable rural locations.

The Special Constabulary also maintain Norfolk Constabulary's mounted division with officers and their horses attending many public events. There were fewer opportunities last year due to the impact of Covid-19, but the expectation is the team will return to supporting a packed programme for 2022/23.

Attending Rural Emergencies

As reported within the Priority 7 'Good Stewardship of Taxpayers' Money' section of this report, the number of 999 calls has returned to pre-Covid levels following a reduction in the latter part of 2020. The proportion of rural emergency incidents that are attended within the target time is 1.7 percentage points below the long-term average (85.5% compared to 87.2%), indicating that the Constabulary are effectively managing the changes in demand.

Most districts have experienced small decreases in rural emergency response rate over the past twelve months, when compared to the long-term average. The only district which experienced an increase is Broadland (+0.5 percentage points).

With the increase in the number of emergency response incidents alongside managing the teams through Covid-19, this data has been kept under regular review by the County Policing Command, consisting of the Control Room Response Officers, Neighbourhood Officers and CID. During challenge periods the management team were able to review those areas affected and consider resource allocations as required to ensure an effective emergency response remained in place.

Community Rural Advisory Group

Having migrated to an online platform in 2020, the Community Rural Advisory Group (CRAG) has continued to increase membership with strong levels of participation and engagement.

The CRAG is chaired by the Operation Randall Inspector and is organised and facilitated by the wider Operation Randall team. The CRAG is supported by prominent stakeholders from across the rural community including professional associations, charitable organisations, experts, and specialists alongside interested members of the community. With over 30 regular contributors the meetings are lively and engaging, leading to a coordinated, problem-solving approach to rural issues from police, partners, and the public.

As well as discussing some of the issues from the key current operations list such as metal theft and heritage crime, the CRAG will also pick up on emerging trends or concerns from the public. One example of the topics covered was around opportunities to work closer as a multi-agency response to dealing with the issue of fly tipping.

Operation Galileo

Operation Galileo is the national police response to hare coursing. The Constabulary acknowledge this is a particularly impactful rural crime which can result in damage to the land and sometimes lead to the intimidation of landowners. Norfolk has been a key member of a

Seven Force initiative to target this type of offending working closely with the Crown Prosecution Service.

This year saw the commencement of the Seven Force initiative to utilise the legislation around Community Protection Warnings (CPW) and Community Protection Notices (CPN). A CPN can be issued against a persistent anti-social behaviour perpetrator and the failure to comply can lead to sanctions. Failing to comply with a CPN is a criminal offence. On conviction, a magistrates' court (or youth court if the perpetrator is aged 16 or 17 years old) have a range of options including a fine, order the perpetrator to carry out remedial work, make a forfeiture order requiring any specified item be handed over to the police, local authority or designated person or order the seizure of specified items. However, before a CPN can be issued, the subject must be given a CPW stating that a CPN will be issued if the behaviour continues.

Across the region (Norfolk, Suffolk, Essex, Hertfordshire, Bedfordshire, Cambridgeshire, and Kent) their impact has helped reduce the number of incidents. As of the 1st of April 2022, 166 people have been issued CPWs across the region. Norfolk has issued nine CPWs across this last season and there have been no breaches of the CPWs issued in the county nor has the Constabulary dealt with any breaches of CPWs issued by other forces.

Anecdotal evidence suggests that Norfolk is becoming a less attractive place to commit this type of crime. The team have led a robust approach including the seizing of dogs involved in the crime and once in court sought a forfeiture order to permanently remove these animals from their owners. When cases are referred to court, the Constabulary has also sought discretionary driving bans where appropriate to limit the ability of individuals to continue offending.

Unauthorised Encampments

The team oversee the countywide policing response to Unauthorised Encampments. A protocol has been developed that guides officers and managers around the police requirements. At the same time there is close working with partners as often these incidents will require a multi-agency response. From the police perspective, attending officers will speak with the group, gather information, assess any risks, as well as link in with appropriate agencies. The oversight ensures that all persons and incidents are treated objectively, allowing fair, balanced and transparent decisions to be taken.

Overall numbers of encampments have continued to fall in Norfolk, from 107 to 52 compared to the previous twelve months (equating to a 51.4% decrease), and there is the potential that Covid-19 restrictions may have prevented some of the regular groups that visit Norfolk from attending.

Operation Traverse

The team have continued to work with partners undertaking supporting patrols to their enforcement activity targeting illegal fishing, poaching and damage caused to endangered stocks of fish and wildlife. Joint patrols are planned with the Environment Agency throughout the season.

Operation Cronos

The Constabulary's dedicated response to Heritage Crime remains a key focus. Utilising the teams drone capability relevant sites patrolled offering both a deterrent and engagement opportunity.

Scrap Metal Crime

Due to the global financial situation and the cost of metals continuing to rise significantly, there has been a corresponding rise in criminality. The team undertakes close management of scrap metal dealer sites across the County ensuring that opportunities for unlawful activities are limited. There are close links and good working relationships with key partners (such as BT Openreach) and both regional and national colleagues to respond to developing threats and trends. Norfolk Constabulary recently participated in Operation Gold Juno, a national intensification week to target offenders and promote crime prevention initiatives.

Theft of Dogs in the County

The wider community reporting of dog theft was very prominent on social media for a period. Norfolk Constabulary are part of a national working group to ensure access to any good practice or crime prevention initiatives related to this issue. Thankfully reports in Norfolk remain minimal, with those that are reported often linked to domestic situations (for example, following the breakdown of relationships) or lost dogs which were later found.

Operation Seabird

Operation Seabird is a joint operation started by the Royal Society for the Prevention of Cruelty to Animals (RSPCA) which has continued to expand across the country. The campaign is aimed to educate and inform visitors to the coastline in order that it reduces the risk of people disturbing the environment for wildlife, such as seals and birds. Norfolk became part of the operation last year launching with a significant media event covered by ITV Anglia and BBC Radio Norfolk. Patrols have continued in hotspots throughout the year with regular updates on social media. The operation works alongside many partner organisations and businesses who also assist in educating the public and promoting best practice.

An element of the plan also involves enforcement targeting those suspected of offences. Several operations have seen the deployment of officers with partners including the RSPCA, Royal Society for the Protection of Birds (RSPB), Local Council Enforcement Teams, Trading Standards, Natural England, and National Wildlife Crime Unit. A number of these significant investigations remain ongoing at this stage.

Performance Metrics

COUNTY				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Support Rural Communities	Number of subscribers to Operation Randall Newsletter	1,143	1,141*	+0.2%
	Number of hours spent on rural policing by Special Constabulary	1,959	2,071	-5.4%
	% of rural emergencies responded to within target time	85.5%	87.2%	-1.7 p.pt

The date range for the Last 12 Months was 01/04/2021-31/03/2022. The date range for the Long-Term Average was 01/04/2018-31/03/2021.

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

Support Rural Communities				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
KINGS LYNN & WEST NORFOLK	% of rural emergencies responded to within target time	81.4%	83.7%	-2.3 p.pt
BRECKLAND	% of rural emergencies responded to within target time	86.5%	88.1%	-1.6 p.pt
NORTH NORFOLK	% of rural emergencies responded to within target time	86.2%	87.8%	-1.6 p.pt
SOUTH NORFOLK	% of rural emergencies responded to within target time	85.0%	87.8%	-2.8 p.pt
BROADLAND	% of rural emergencies responded to within target time	87.8%	87.3%	+0.5 p.pt
GREAT YARMOUTH	% of rural emergencies responded to within target time	89.6%	94.4%	-4.8 p.pt

The date range for the Last 12 Months was 01/04/2021-31/03/2022. The date range for the Long-Term Average was 01/04/2018-31/03/2021.

NB: Norwich District does not qualify as a rural location for the purposes of rural emergency response.

6.3 IMPROVE ROAD SAFETY

Working with the Norfolk Road Casualty Reduction Partnership, the third priority focuses on:

- Tackling dangerous driving through education and enforcement
- Reducing speeding in rural villages and communities
- Reducing killed and serious injury collisions caused by the Fatal 4 (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs)

Norfolk Constabulary works in partnership with key stakeholders within the Norfolk Road Safety Partnership (NRSP) including:

- The Office of the Police and Crime Commissioner for Norfolk (OPCCN)
- Norfolk County Council Highways
- Norfolk County Council Public Health
- Norfolk Fire and Rescue Service
- East of England Ambulance Trust
- Highways England

The partnership is supported by an overarching national road safety strategy set out by the National Police Chiefs Council and performance is monitored as part of the Police and Crime Plan. Collectively the County partnership delivers an approach focused on education,

enforcement, and engineering solutions to support casualty reduction and safe use of the roads.

The NRSP is managed through an agreed multi-agency governance structure that includes a strategic board and an operational group. This structure ensures that a consistent and joined up approach is taken around managing road safety. The key terms of reference for the partnership are as follows:

- Develop a road safety strategy, incorporating key priorities
- Oversee and promote close partnership working across the county, including joined up commissioning plans and the use of resources to improve the quality, range and cost effectiveness of interventions provided
- Ensure that planning is evidence based and underpinned by joint intelligence, data, and identification of local needs
- Monitor interventions and scrutinise performance where possible to understand the impact of partnership action
- Ensure active participation of key stakeholders as appropriate
- Promote effective engagement with both road users and members of the local community in the development and monitoring of activities
- Implement an approach which increases public confidence in the safety of Norfolk's Roads

Norfolk Constabulary implemented a new 'Safer Roads' meeting in 2021 which is now well embedded within the partnership, bringing together agencies and police within a tactical forum to analyse collision data, understand risk areas and develop responses. Where an issue is agreed for further work, a multi-agency plan will be developed.

Safer Systems Approach

Norfolk follows the national best practice advice published by the Parliamentary Advisory Council for Transport Safety (PACTS) around a 'Safer Systems Approach'. You can read more about this here: <http://www.pacts.org.uk/safe-system>

The methodology follows five principles:

1. Safe Roads – The partnership invests in initiatives to treat known collision sites adopting an evidence-based approach through Accident Investigation Studies to deliver change, undertaking road safety audits on new highway schemes and safe use of the highway network, whilst monitoring collision data to enable the partnership to react to current trends.
2. Safe Vehicles – Norfolk Constabulary has supported the national campaign calendar focused on the 'Fatal 4', as well as local work focused on vehicle safety standards and manner of driving. NSRP promotes alternative modes of transport, such as walking and cycling for shorter journeys to reduce traffic levels on the County's roads. The use of technologies is also promoted.
3. Safe Road Users – The partnership utilises educational tools for existing and future road users with the 'Safe Rider' initiative and Young Driver Education programme. In addition to this, Close Pass events are held, raising awareness of vulnerable road users (pedestrians and cyclists) with the options of enforcement, education, and engagement.
4. Safe Speeds – The NRSP supports parish councils to reduce speeds within communities by developing speed management measures and assisted funding to purchase road safety signs (SAM2s). The safety camera partnership, Norfolk

Constabulary and Community Speed Watch Teams provide a visible presence utilising engagement and enforcement tools, to reduce speeds on Norfolk's roads.

5. Post-Crash Response – The Constabulary will ensure collisions are effectively responded to, recorded and investigated. The investigation will be robust and in line with the common standards on forensic evidence capture and that Family Liaison Officers will continue to support families and victims of serious collision.

The 'Fatal 4'

The Constabulary focuses efforts with partners to target what is referred to nationally as the 'Fatal 4':

1. Not wearing a seat belt
2. Using a mobile phone
3. Drink/drug driving
4. Speeding

Those offences are identified as being the main contributory causation factors in collisions where there is a serious injury or a fatality.

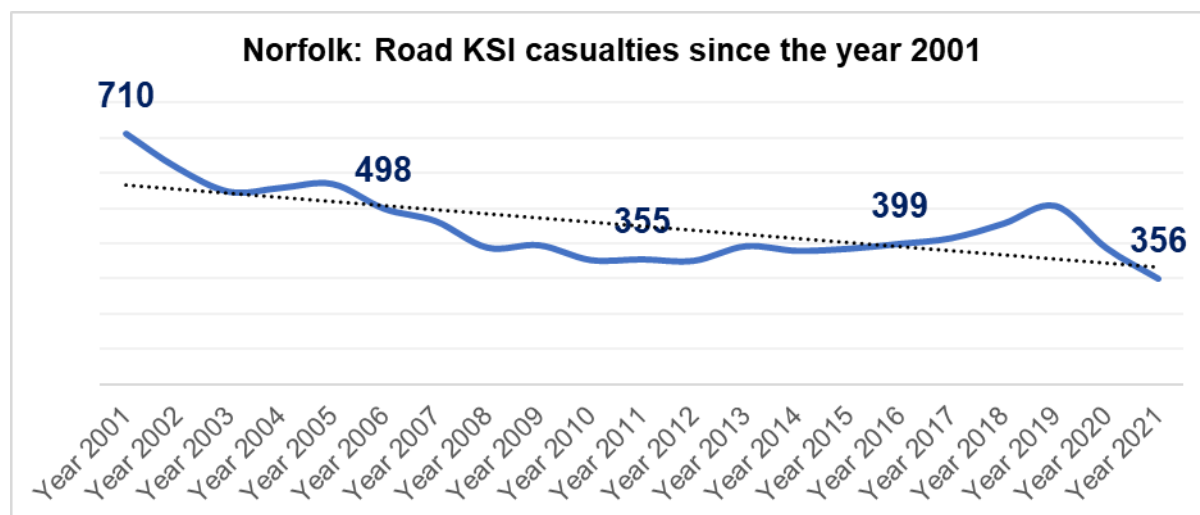
Killed or Seriously Injured Collisions

Since the 1970's, nationally, the number of Killed or Serious Injury (KSI) collisions has reduced, more noticeably between 2006 and 2010. There had been a rise since 2016 in reported KSI's, until the impact of Covid-19, and Norfolk mirrors this national picture.

The annual report on road casualties in Great Britain in 2020 produced by the Office of National Statistics indicates that the rate of fatalities per billion vehicle miles for 2020 fell by 17% from the figure in 2019.

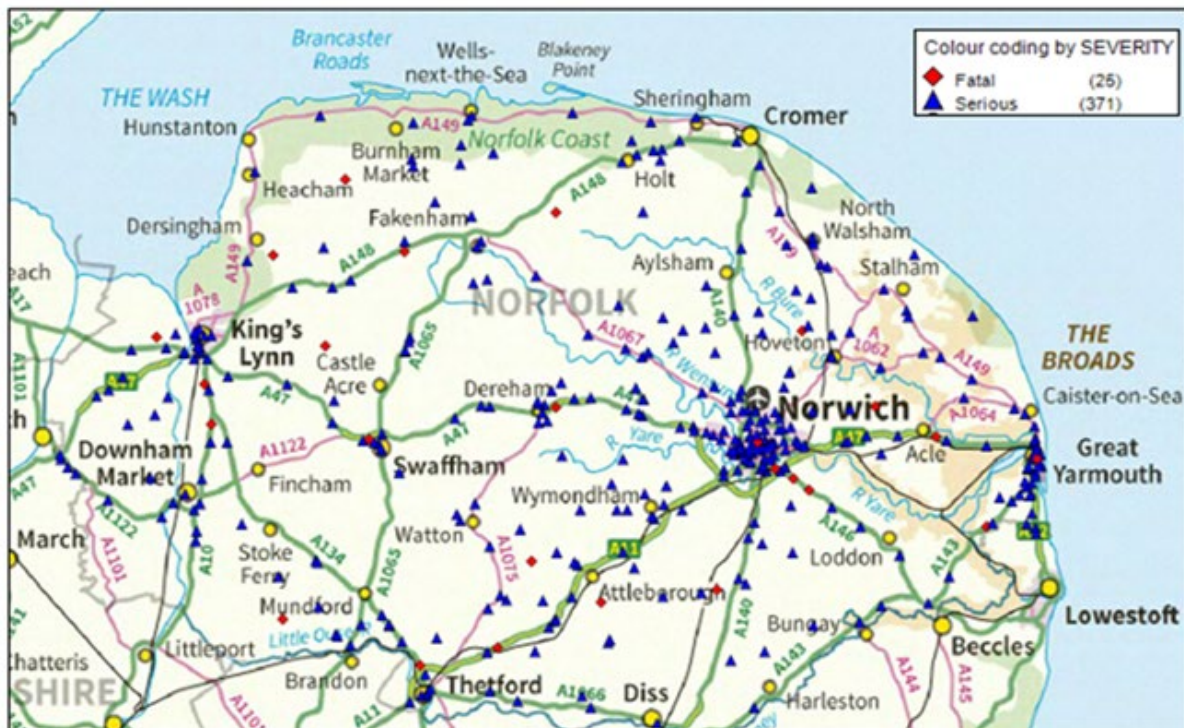
Nationally, there was a total of 115,333 casualties of all severities in reported road traffic accidents in 2020, a decrease of 25% on 2019. This is the lowest level since 1979 when current measures were introduced and will be due in part to a 21% reduction in road traffic levels nationally during Covid-19 lockdowns.

As the chart below shows, since early 2001 the number of people killed or seriously injured on Norfolk roads has almost halved, from 710 in 2001 to 356 in 2021 when looking at the data per calendar year. This represents a 50% reduction in KSI road casualties, despite an increase in the number of vehicles on our roads and the distance travelled by those vehicles.



A likely explanation is that over the last 20 years, many of the collision hotspots and dangerous stretches of road have been improved, alongside increased police enforcement and visibility in these vulnerable areas. It is speculated that these efforts have led to a plateauing out of the contribution road engineering and enforcement can influence further KSI reductions. The Constabulary is therefore now looking to broaden the focus to include encouraging people to use the road network more safely.

The map below shows the location of all KSI collisions that occurred between the 1 April 2021 and 31 March 2022 (NB: fatal collisions are represented by a red diamond and serious collisions by a blue triangle). The majority of KSI collisions have occurred in the urban areas of King's Lynn, Norwich and Great Yarmouth, as well as on 'A' roads.



Vulnerable Road Users

Vulnerable road users are defined as pedestrians, cyclists and motorbike/moped riders (known as 'powered two wheelers'). The Constabulary focuses work on this group as they form a significant percentage of those killed or seriously injured in collisions. In the past twelve months, 51% of KSI collisions involved vulnerable road users. Motorcyclists themselves represented 23% of KSIs, this is in line with the national figure for 2019 in which motorcyclists accounted for 19% of road deaths.

In addition to the day-to-day education and enforcement work of the Roads and Armed Policing Team (RAPT), the NRSP has funded the Road Casualty Reduction Team (RCRT).

The RCRT is a team of police motorcyclists who prioritise work around education and enforcement with a particular focus on vulnerable road users. They lead on two key engagement operations:

- 'Safe Rider' workshops for motorcyclists
- 'Close Pass' initiative to increase safety for cyclists

In the last year the RCRT have held eleven Safe Rider events with colleagues from the Norfolk County Council Road Safety Team, with a total of 94 members of the public participating. The

programme consists of a pre-learning event of several downloadable inputs followed by two face-to-face sessions totalling seven and a half hours. The course allows a rider to receive professional advice, help identify how they can improve and allows them the benefit of having their riding ability assessed.

Close Pass events involve the deployment of plain clothes police officers on pedal cycles with recording equipment. If a motorist fails to afford the appropriate space to the cyclist, their actions are recorded, and they are stopped by a marked police vehicle further down the road.

The officers have several outcome options available to them dependent on the severity of the incident. When prosecutions are not sought, drivers are still given an input highlighting vulnerable road users and the associated risks. These sessions will now also be used to educate motorists of the recent changes to the Highway Code and its new guidance that gives new priorities to vulnerable road users, including cyclists.

In the past twelve months, the Constabulary ran seven Close Pass events with over 60 vehicles stopped, of which seven drivers were prosecuted.

Enforcement Campaigns and Activity

The National Police Chiefs Council (NPCC) publish an annual road safety partnership calendar. Events are identified based on intelligence and planned around likely key vulnerable times of the year.

Norfolk Constabulary fully supports this programme. RAPT and RCRT lead the response supported by officers across the County Policing Command (Neighbourhood Teams and Response) and the Special Constabulary. Their activity is listed below:

- April – “2 Wheels” Operation
- May – Global Road Safety week
- June – “Fatal 4” National Seatbelt Campaign
- July – “Fatal 4” National Speed Campaign
- August – “Drug Drive” Operation
- September – Vulnerable Road Users
- October – Commercial Vehicle Campaign
- November – “Operation Drive Insured”
- December – “Fatal 4” National Alcohol and Drugs Operation
- January – “Operation Winter Days” (Local campaign)
- February – “Fatal 4” Using a Mobile Phone Whilst Driving Operation

To give some examples of the outcomes, Norfolk Constabulary uniformed officers issued 99 Traffic Offence Reports (TORs) during the two-week seat belt campaign between the 31 May 2021 and 13 June 2021 and 304 TORs in the two-week speed campaign between the 26 July 2021 and 8 August 2021.

In addition to the national calendar, RAPT and RCRT officers conducted five ‘Specialist Operations Action Days’ within the county in the past twelve months in conjunction with key road safety partners including Driver and Vehicles Standards Agency (DVSA), Her Majesty’s Revenue and Customs (HMRC), Norfolk County Council, and Trading Standards. In addition to these action days, Norfolk Constabulary hosts ‘Operation Alliance’ once a year with partners and several other forces from Eastern Region joining together.

Across all the action days the results can be reported as follows:

- 297 vehicles were stopped and checked over
- 214 Traffic Offence Reports issued
- 7 arrests were made
- 9 vehicles were seized

As part of the Constabulary's work in combating the Fatal 4, there was a force-wide response to the NPCC led Christmas Drink and Drug Drive campaign in December. With all remaining Covid-19 restrictions lifted there were more vehicles on the road, and this was likely to have been a factor in the increased number of positive results for drink drivers, with a rise of 185% over the previous year.

In several of the past campaigns there have been restrictions on the amount of drug wipes that could be administered due to capacity issues with the national forensic laboratories that process the work. This was not the case for Christmas 2021 and the campaign in Norfolk saw a 241% increase in their use and a 182% increase in positive tests.

The table below shows the comparison of results from this year's Christmas campaign against the results for the previous year:

NPCC Christmas Drink/Drug Drive Campaign Returns	2020	2021	Difference
Breath Tests Administered	798	768	-30
Positive (failed)	46	85	+39
Negative (passed)	752	683	-69
Drug Wipes Administered	31	75	+44
Positive (failed)	28	51	+23
Negative (passed)	3	24	+21
Failed to Provide (breath test or drugs wipe)	8	9	+1
Driving Whilst Unfit Through Drink or Drugs	4	16	+12

The Constabulary also secured ongoing funding from the Safety Camera Partnership for the Young Driver Education Coordinator (YDEC) to continue their work. The role focuses on delivering Fatal 4 awareness presentations targeting 15 to 19 year olds to influence their behaviour at the start of them learning to ride or drive. Whilst some schools were still implementing Covid-19 measures, the YDEC continued to adapt delivery with both face-to-face and online sessions to over 7,000 young people in over 220 sessions across the year.

Since its introduction in 2013, the YDEC has delivered the road safety message to a staggering 75,000 students in over 2,300 sessions, continuously adapting the approach with changing times and adding new elements to increase awareness of young people, such as the recent addition for e-scooters.

Additional initiatives have also been introduced into this critical area of education and road safety awareness such as the 'blind spot' training event. This is led by a RAPT Sergeant in tandem with the YDEC and has already engaged with over 1,000 students, teaching them about the dangers of blind spots when encountering larger vehicles on Norfolk's roads. This initiative has developed with positive feedback and led to greater investment from the Constabulary on display kit and materials to help better illustrate the risks associated with this type of hazard.

RAPT officers have continued to conduct localised team police events throughout the year, targeting a specific location or offending type based on the intelligence. These events will

often be reported on by the media, with officers working alongside partners from Highways England and the DVSA to target offending. The intention is to increase their regularity during the morning and evening rush hours to maximise the engagement opportunity and show the public a very visible policing involvement in road safety.

Norfolk Safety Camera Partnership

The Norfolk Safety Camera Partnership manages a network of 23 fixed speed camera sites and three average speed systems. Additional assets and technology supporting this network includes Community Enforcement Officers (CEO) and mobile vans which predominantly operate within local communities focussing on 30mph and 40mph speed limits. The deployment of CEOs is managed through an evidenced-based approach that includes locations being identified by members of the public as an area of concern and then supported by speed data analysis. The Constabulary also reviews collision data monthly which is then used to target 'hotspot' enforcement which can include speed checks.

Speed enforcement continued during the Covid-19 period. The table below shows the number of speeding offences recorded from fixed, average, and mobile enforcement during the past twelve months. Covid-19 and the reduction of the number of vehicles on the road will likely have contributed to the 9% overall reduction in offences identified. In addition, during this period several camera faults also required a road surface repair. In those instances, there was a delay in returning the camera to its operational status. That said, CEOs continued to deploy based on the data analysis to target speed enforcement in risk areas.

Offences Reported	2020/21	2021/22	Difference
Fixed Camera Sites	21,307	16,930	-20.5%
Average Speed Cameras	4,590	3,086	-32.8%
Mobile Vans	14,000	11,012	-21.3%
Community Enforcement Officers	10,899	15,242	+39.8%
Total Offences	50,796	46,270	-8.9%

The impact of Covid-19 and the restrictions around lockdown affected the Constabulary's ability to handle speeding offences. The Central Ticket Office team that processes speeding matters faced similar challenges to other businesses around adapting their processes to allow staff to work remotely as well as dealing with increased absence rates. In addition, when face-to-face courses could not take place, the National Driver Offender Retraining Scheme (NDORS) – which is offered to those caught speeding within a small margin of the speed limit – had to be suspended until an online version of the course could be developed.

The below chart shows how speed offences are processed. The 'awaiting disposal' option is because drivers have up to six months to decide how they wish to be dealt with. This could include NDORS, Fixed Penalty or a Court hearing, dependant on the circumstances. Over the six months from the end of March 2022, this category will slowly reduce, and the other disposal outcomes will adjust accordingly.

Disposal	2020/21	2021/22	Difference
Courses Attended and Completed	25,433	24,793	-2.5%
Fixed Penalty Paid	13,869	11,387	-17.9%
Prosecuted	4,806	3,213	-33.1%
Cancelled	6,688	3,092	-53.8%
Awaiting disposal*	-	3,785	

Community Speed Watch

Community Speed Watch (CSW) in Norfolk is a scheme managed and funded by the Safety Camera Partnership. The scheme benefits from a partnership funded full-time co-ordinator who provides contact with and support to all the teams. Volunteer members are provided with the necessary equipment and training is delivered in conjunction with the Constabulary's Special Constables, at the roadside.

Even with the obvious impacts of the pandemic and the associated regulations at the time the CSW initiative remains strong with 94 active teams, 67 of which have recommenced activity since the relaxation of lockdown measures. There are a further seven teams in the training phase and due to become operational soon, although this number is not represented in the table below.

The Constabulary recognises the significant support these volunteers offer toward helping make the road network safer through educating the public around speed. Drivers recorded at excess speed are written to highlighting the risks. Those that do not heed the warning can be targeted for enforcement by neighbourhood officers or the RAPT team.

Below is a table illustrating the current number of active teams and the number of letters sent out, per calendar year:

Actions	2016	2017	2018	2019	2020	2021	2022
Active Teams	51	73	91	91	88	67	75
Letters Sent	6,506	10,026	16,953	18,906	8,340*	4,251**	15,225

*2020 figures represent 7 months of monitoring. **2021 figures represent 3 months of monitoring. NB: numbers affected by pandemic lockdown.

Performance Metrics

COUNTY				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Improve Road Safety	Number of KSI collisions	395	400	-1.3%
	Number of KSI collisions involving vulnerable road users	201	230	-12.6%

The date range for the Last 12 Months was 01/04/2021-31/03/2022. The date range for the Long-Term Average was 01/04/2018-31/03/2021.

6.4 PREVENT OFFENDING

The fourth priority focuses on:

- Tackling all forms of violence and abuse
- Reducing the number of domestic abuse incidents
- Continuing to work in partnership to tackle anti-social behaviour
- Reducing overall levels of reoffending by addressing the underlying causes through continued collaboration and innovative responses
- Reducing the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people

Foundations

Foundations is an award-winning project which supports prison leavers to reintegrate back into Norfolk's communities. It attracted national recognition and the project was highly commended in the Homeless Link Awards 2021 category 'prevention into action'.

The OPCCN is working with Norwich-based homelessness charity St Martins to help people released from prison in the city to find accommodation, with the aim of reducing the likelihood of reoffending. A locally funded project, Foundations is supported by Norwich City Council and Broadland Housing. Match-funding has been provided by Norfolk Probation Service (NPS), supporting Foundations to run until September 2022.

As well as helping prison leavers access accommodation, Foundations provides individualised support to help its clients address issues such as drug and alcohol use, poor mental health, and debt, which make them vulnerable to returning to criminal behaviour, and stop the 'revolving door' of the criminal justice system.

A person-centred support officer at St Martins, funded by the OPCCN and NPS, works directly with prison leavers to help them access mental, physical, and emotional care, and support their reintegration back into society by encouraging positive activities and links with communities.

Set up at the start of the pandemic, statistics for Foundations show that reoffending has reduced.

Positive Futures

Positive Futures was a new two-year pilot programme developed in partnership with Norfolk County Council, Norwich City Community Sports Foundation (NCCSF) and the OPCCN. Two strands to the programme 'Protect' and 'Prepare' were developed to provide interventions for young people across Norfolk.

From March 2020, the country was in various stages of full lockdown so regular discussions were held with NCCSF and Children's Services to ascertain impact on service delivery. Several key performance indicators were not met, including the provision of residential services and more recently the full completion of twelve-week interventions across all identified schools, for both the Prepare and Protect projects.

Funders agreed to close the Positive Futures programme which led to an underspend. Therefore, the alternative pilot project known as 'Transitions' will continue to be delivered until the 31st of December 2022.

Case study: School Headmaster

Phil Wilkinson, Vice Headmaster at Open Academy, regarded the Transitions pilot project as a great success.

“The programme has had unbelievable impact; we have not had a single permanent exclusion from our Year 7 cohort this year. The student flagged as highest risk has transformed himself on the programme and has recently been made head boy.”

“The Transition project has been vital in the attendance of certain students. The role is vital, and we could do with a full-time person for the whole year. It has been so helpful and has brought a better experience for those who have found the transition hard.”

In addition to this extension to Transitions, funders agreed to expand the referral criteria to include children and young people over the age of 12 years old to be adopted onto the ‘Onside’ project. Onside works with children and young people alongside their family and friends with the aim of reducing violent youth crime and exclusions in early years.

Women in the Criminal Justice System Strategy Group

Vulnerable women in danger of entering the criminal justice system (CJS) are being given a helping hand to turn their lives around thanks to the continued strong partnership approach led by the OPCCN.

The OPCCN has played a lead role in ensuring vital support and services are in place in the county to ensure fewer women encounter the CJS or end up in custody leading to crime free, healthier lives. The management of women in contact with the CJS requires a joined-up approach that acknowledges the gender-specific needs of women, promotes positive wellbeing and supports successful long-term outcomes to reduce reoffending.

As part of the ‘Women in the CJS Strategy Group’ the OPCCN has been working with the Eastern Region National Probation Service and partners to create a ‘Norfolk Strategy’ ([add link here](#)) to set out its approach in this area. The strategy focuses on four key areas including Early Intervention and Prevention, Courts and Sentencing, Custody and Resettlement and Community Sentences.

Examples of positive work carried out in this area during the last twelve months include:

- Securing funding to provide specialist trauma-informed training to professionals, including Norfolk Police, the OPCCN, National Probation Service, Norfolk Youth Offending Team and Partners across the Voluntary Sector
- Developing a framework tool to discover if women follow the correct journey in the CJS and to measure if they receive suitable rehabilitative support
- Joint presentation to Sentencers to share examples of best practice, in recognition of the significant harms experienced by the women themselves and their children whose primary carers are imprisoned
- Funding was sought and awarded to assist HM Prisons Peterborough and Norwich in strengthening their ‘StoryBook Mum/Dad’ provision
- The strategy group successfully applied to the National Probation Service to provide secretariat resource from someone with lived experience
- Partnership training event with Norfolk’s Independent Custody Visitors, in response to HMICS and ICVA report “Women in Police Custody a Lived Experience Perspective from Scotland”

Vital funding has also recently been secured by the OPCCN to further fund the WONDER+ Project which aims to divert women out of the CJS. The Women Offenders of Norfolk Diversion, Engagement and Rehabilitation (WONDER) project was launched by the OPCCN in 2017 as a one-year pilot to offer help and support to women being released from police custody facilities in two parts of the county.

The initiative has since evolved into the WONDER+ scheme, extending across Norfolk and beyond custody facilities and working with partners to address issues such as the impact of drugs on the lives of its clients. Thanks to funding from the OPCCN, Norfolk County Council Public Health and St Giles, WONDER+ will now operate until 31 March 2023.

Pathway Out

Pathway Out, a project that aims to provide training skills and employment opportunities to people with an offending past, celebrated its first year in May.

The service is jointly funded by the Department for Work and Pensions (DWP) East Anglia, Norfolk Public Health England (PHE), and the OPCCN and provides community-based provision, reaching out to people who have a lived experience of the criminal justice system and with issues caused by addiction to Class A drugs.

Pathway Out provides one-to-one tailored support for up to three months. Before support into employment and training can begin, support workers adopt a trauma-informed approach, motivating and empowering clients to engage in activities that will improve their ability to manage their lives independently.

Case study: Vicky's Story

Vicky is a 28 year old mother living in the Norwich area. Vicky is bi-polar, suffers from PTSD and at times finds it hard to concentrate. Four years ago, as a heroin addict trying to cope with a chaotic lifestyle, her two children were put into foster care and, whilst pregnant with her third child, she made the hard decision to put her new-born up for adoption.

In 2021, Vicky was put in touch with Kate, her support worker from St Giles Trust. This came after a recent police arrest. Vicky had a long history of drug addiction, which she has managed to address with support from various agencies.

"After my arrest, both X and X from St Giles called me to offer support and at the time I wasn't interested. I've always had issues with authority and really struggled when I was in care, but they persisted and checked up on me to see if I was okay. We had an initial chat with no strings and that was the difference, there were no bad consequences if I didn't meet them. This time I wanted to do it."

"Before the arrest, I had been volunteering in a charity shop one day a week and had been going to the gym – I could so have slipped backwards again. Kate built up my confidence and helped me with putting a CV together, I didn't know where to start. Here I am at 28 and I'd never had a job before."

Kate also helped Vicky with interview techniques, and she is now undergoing a ten-week peer-mentoring course. Vicky will be working alongside offenders and ex-offenders, and their families, to offer support. This will include peer support before release from prison, through the prison gate and beyond, in the wider community.

During the pandemic, through the Pathway Out project, Vicky voluntarily took part in a recovery workshop.

“At first, I feared taking part because of the cravings but it really was beneficial. Some stuff was common sense, normal life stuff but it was useful, especially things like managing my emotions. The six-week course was over Zoom which made me feel less anxious, I didn’t feel so awkward. I’ve been ‘clean’ for two and a half years now.”

“I’m so glad to have had these opportunities, I’m really excited to have a real job – I can use what I’ve been through to help everybody else. Learning is all overwhelming but once you get into it it’s not. This is a major step forward for me, I feel like an adult now. I would highly recommend doing this, it’s a life changer.”

Vicky has more good news to share – her two children are returning home in June.

Norfolk’s Reducing Offending Board

The current OPCCN led Norfolk Strategic Framework for Reducing Offending has two key aims:

1. Promoting timely interventions across agencies in Norfolk to reduce the risk of people becoming involved in offending behaviour
2. Ensuring that where people do offend, they are brought to account for their actions whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future

In support of the delivery of these aims, the framework sets out several key deliverables and supporting actions for the attention of agencies. One of these key deliverables includes taking forward a programme of work (strategic needs assessment) with partners to review the effectiveness of the new prison and probation reforms, taking account of recommendations from recent HMIP Inspections with the aim of improving the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders.

In July 2021, the Minister of State for Crime and Policing confirmed the launch of Part Two of the Government’s review into the role of Police and Crime Commissioners. The PCC review is part of the Government’s manifesto commitment to strengthen the accountability of PCCs and expand their role. Offender management and reducing offending forms part of this review given that PCCs play an important role in commissioning reducing reoffending services alongside local partners such as probation.

The key aims of this need’s assessment are:

- To assess current and future needs of offending prevention and management across Norfolk, focusing on the wider system impact and demand
- Mapping, accessibility and gap analysis of offending prevention and management services across Norfolk
- To carry out an evidence-based options appraisal improving current and future systems approaches to offending and re-offending

The final report, commissioned by the OPCCN and delivered by the Centre for Public Innovation, will now be taken to countywide groups – including the Reducing Offending Board, Local Criminal Justice Board and Norfolk Youth Offending Board – for discussion, dissemination, and action as necessary.

Performance Metrics

Whilst the county is experiencing an overall slight downward trend (5.5% decrease) in Child Sexual Abuse (CSA), there has been a significant increase in CSA offences recorded in South

Norfolk compared to its long-term average (25.6% increase). However, research shows that this increase is caused by Norfolk Constabulary's Headquarters being used as the default location when an actual address is unknown at the time of an investigation being recorded.

The number of recorded domestic abuse crimes has increased by 14.0% in the last twelve months against the long-term average; this increase is in line with national domestic abuse reporting trends. The likely explanation for this will be the continued improvements in police identifying and recording offences alongside an increase in the confidence to report.

Serious sexual offences include crimes of rape and other offences such as sexual assault, as well as child-on-child offending, reporting of non-recent events and third-party reports. An increase of 18.7% has been recorded in Norfolk over the last twelve months compared to the long-term average.

Personal property crimes include the following crime types:

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

The whole county experienced a significant decrease in the number of personal property crimes being recorded, with an overall decrease of 12.9% compared to the long-term average. There are no instances at district level where there has been an increase against the long-term average in any of the crime types under the personal property crime grouping. It is worth noting Norfolk's decrease is in line with a national decrease in personal property crimes, believed to be due to the changes in the behaviour of both victims and offenders since the Covid-19 pandemic began. Assuming that there are no further national lockdowns, a return towards the long-term average may be anticipated.

Robbery has decreased by 15.2% against the long-term average which, again, has been driven partly by the conditions generated by consecutive lockdowns.

Improvements in recording standards continue to influence the 13.7% increase in offences of violence with injury compared to the long-term average. Most offences in this crime category are lower-level assaults and this trend has been seen nationally.

Domestic Abuse

The 14.0% increase in domestic abuse recorded crimes comes in a context of a broadly static number of domestic abuse calls being reported to police. This means that a crime is being disclosed and recorded in a greater proportion of the number of calls police receive. This would suggest that victims are having greater confidence in reporting matters and officers are recognising and recording earlier in the process that an offence has taken place.

Domestic abuse accounts for approximately one in four victim-based crimes recorded by Norfolk Constabulary. Considerable training and briefing events have taken place to frontline officers to ensure that the response to these matters is maintained at the highest possible level of professionalism.

A number of investigations are audited each month to identify learning needs, which in turn help develop the next round of training. Through this process of briefing, audit and re-briefing

the importance of the use of Body-Worn Video has been reiterated with the result that usage of the technology has become near-universal. This enables additional evidence to be gathered and has been the deciding factor in bringing about criminal charges against a perpetrator in several cases.

This year the Constabulary launched its Domestic Abuse Perpetrator Partnership Approach (DAPPA) pilot. Whilst the Multiagency Safeguarding Hub (MASH) maintains a partnership-based oversight of the safeguarding of victims and children who are at particular risk, research highlighted that only 1% of domestic violence perpetrators received any specialist formal intervention aimed to address their behaviour. The OPCCN reviewed the opportunities around developing an enhanced response aimed at tackling offenders and their behaviours and recommended a trial of DAPPA. The PCC supported a two-year funded pilot with the project going live in September 2021 once the dedicated team of staff had been recruited. DAPPA seeks to develop robust multi-agency risk management plans around offenders utilising a menu of tactical options. The focus of the interventions looks to:

- Further protect the victim and their family
- Disrupt the perpetrator and their behaviour to reduce the risk and likelihood of offending
- Support the offender to address their behaviour

The team's analyst will use a specialist risk matrix to identify those individuals who present the most serious risk of harm to victims. Two lists of offenders are developed: a main cohort of around 50 individuals where the police and partners will look to take direct action, and a monitored cohort, expected once the scheme is fully operational to number around 100 persons. Individuals can move from one list to another with those on the monitored list being kept under review for six months to check whether they continue to come to police notice.

The scheme will establish a dedicated budget for offender targeted behavioural change programmes and the next steps are to find suitable bespoke training interventions for perpetrators. The Constabulary will look to evaluate the pilot with the OPCCN at the conclusion of its period of funding.

In addition, the Control Room has been working to a new grading structure which allows better management and oversight of those risks that police must ensure a prompt attendance at. The new approach allows appropriately graded calls to be deferred so that the victim can be seen at a time of their choosing within a 24-hour period. It is hoped the change will allow victims to feel more in control of making a report to police and discussing their circumstances.

Serious Sexual Offences

The increase in serious sexual offences is different to the increase in domestic abuse in that it represents an increase in both the number of calls police received and the number of crimes being recorded.

Due to the increased reporting of serious sexual offences and to ensure robust management oversight, the Safeguarding and Investigations directorate report on case management formally each month at force level. This presents an opportunity to ensure that department heads can review the resourcing of these investigations as well as checking on progress around case progression. Prior to the meeting, the directorate leads will review their team's caseload progress locally.

The 18.7% increase in serious sexual offences, is a combination of improved police crime recording practices identifying more offences and the increased willingness of victims to report offences.

The night-time economy certainly was linked to the increased number of reports of 'spiking' incidents (where the victim feels they have been secretly injected or had drugs or alcohol added to their drink without their permission) being reported in late 2021, with the majority of these occurring in Norwich. The Constabulary worked with existing partner agencies including the Norfolk and Norwich Hospital to develop a protocol for testing victims who believed a substance had been administered but were unsure what it might have been or the precise method of delivery. This was seen as an important reassurance to victims, particularly those who had suffered serious symptoms as a result of the substance they had inadvertently taken.

While all such incidents are worrying it is important to note that the vast majority of those reported in Norfolk were not linked to sexual assaults. The Constabulary noted that there was evidence of friends looking out for those persons affected, alongside seeing enhanced vigilance by security staff at venues.

Online Crime

The continued rise in online crime (an increase of 33.8%), which is also reflected in national crime recording figures, is likely to represent two long-term changes in behaviour:

1. Online crime is now more prevalent than before, a trend that had begun prior to the pandemic but which was exacerbated when in-person contact became so risky. It remains regrettably easy for an offender to commit crimes such as fraud and harassment without having had to leave their home.
2. Increased public awareness of this type of offending has led to greater volumes of offences being reported to the police and via Action Fraud.

While police have had success in some cases of online offending, particularly where the offender is local to Norfolk, this remains a crime type which is best dealt with through prevention, ensuring that victims take the protective measures they can minimise risk. A wealth of information is available online to help individuals avoid becoming a victim and the Norfolk Against Scams Partnership works across agencies to support victims after an offence has taken place to try to prevent them being targeted again.

Norfolk Constabulary has signed up with the City of London Police to benefit from the services of the National Economic Crime Victim Care Unit which will see a greater level of wraparound care to victims from April 2022 onwards.

The force has also invested in a dedicated Detective Sergeant to review and set detailed investigation plans on all allocated Action Fraud referrals, resulting in a significant increase in the number of cases leading to a charge or other judicial outcome. This has been held within a pilot program to enable learning to be captured and good practice to be disseminated further for use in other investigations.

Hate Crime

Hate incidents and crimes are defined as those perceived to be motivated by hate and the victim, witness or any other person can report a hate incident or crime. The Constabulary records these under the following categories:

- Disability
- Religion

- Race
- Sexual orientation
- Transgender identity

The Constabulary reviews hate crime at the district level and looks to support vulnerable victims and communities. Every six months the Chief Constable will discuss trends and key issues with the PCC and outline the police response. The Community Safety Department have oversight of hate crime reporting for the county and stated that the 14.0% increase in hate crimes represents a general level of increased reporting, rather than relating to a specific trend or issue.

Youth Offending Team

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

First-time entrants into the Criminal Justice System is a measure that is expressed per 100,000 population of Norfolk's 10 to 17 year olds and is measured when a youth caution, youth conditional caution or court appearance occurs. The current level of first-time entrants for Norfolk is 120 per 100,000 population, which is lower than the Eastern Region average (133) and lower than the average for England and Wales (154).

The number of 10 to 17 year olds entering the criminal justice system has continued to fall when reviewing data supplied by the Youth Justice Board. Due to the Youth Offending Team reorganising their structures and the tasks during Covid-19, the last available data was from October 2020 until September 2021 as reported by the Norfolk Youth Offending Board. The Board continues to meet regularly to look at opportunities to support young people and to ensure local diversionary programmes are being delivered. Both the Constabulary and the OPCCN are represented at these board meetings and local bi-monthly steering group meetings were introduced in April 2021 to support the plans.

There are several reasons for the continued reduction in first-time entrants. The use of Safer Schools' Officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. Preventative key messages are provided to High School children on internet safety, healthy relationships, Child Sexual Exploitation, County Lines and knife crime. In addition to this, there are several diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process, including Community Resolution.

There is also a greater understanding that a number of the children committing crimes have wider vulnerability issues which may be causing the criminality. For these situations, a multi-agency approach focusing on safeguarding at home, school and in the community is more suitable than the criminal justice route.

The introduction of the 'C4C' Challenge for Change triage system in June 2015 by the Norfolk Youth Offending Team (YOT) working with the Constabulary targeted the diversion of first-time entrants and has been a key point in securing a reduction in these levels.

C4C triage means that when a young person is arrested by the police their case is reviewed and, if assessed by YOT as suitable for an intervention to prevent them entering the criminal justice system, they are engaged on the C4C scheme. It is a prevention strand from the YOT which delivers short interventions to divert young people from cautions or court appearances and is an enhanced benefit provided by the Norfolk YOT throughout the county and follows

good practice examples promoted by the Youth Justice Board. The purpose is to prevent a young person from becoming a first-time offender and potentially reoffending. Prevention programmes are offered to families experiencing difficulties with their children where the YOT can offer support. During the past twelve months, Norfolk YOT delivered C4C interventions on 213 occasions.

An established countywide diversion panel was developed following a pilot in the Norwich District. Representatives from YOT, Norfolk Constabulary, Family Assessment and Safeguarding Teams and Communities Team (Children's Services and Children's Advice and Duty Service) attend once a week to assess whether a diversion option is likely to be more effective or whether a youth caution/conditional caution or court appearance are necessary and appropriate.

The emphasis of the diversionary approach is to again ensure that young people are not unnecessarily criminalised and to prevent future offending. Work is in progress to involve other agencies that can enhance the panel and the success of the panel has also contributed to the reduction in first-time entrants.

Integrated Offender Management

Norfolk and Suffolk Constabularies' Integrated Offender Management (IOM) team, works in partnership with the Probation Service and other agencies such as Change Grow Live, Department of Work and Pensions (DWP) and public and charity sector housing providers to assist the most prolific offenders to reduce their offending by working to address their behaviours. For example, the scheme can seek to address accommodation needs, help with substance misuse and/or provide access to financial and debt management services. The IOM team also identifies positive social activities with the aim of diverting people away from criminal activity. The scheme brings in a 'carrot and stick' approach with a clear message to offenders that they will be given the assistance they need, but if they start to re-offend, they will be dealt with swiftly and could go back to prison.

The National Strategy for IOM has brought about a renewed focus on acquisitive crime offenders – predominantly those involved in Neighbourhood Crime offences – with all Forces/Probation Delivery Units using the same selection criteria to identify who they will work with on a fixed cohort. The IOM has two cohorts:

1. The first is referred to as the fixed cohort and it focuses on criminals that are under statutory supervision for offences such as robbery, burglary and vehicle crime.
2. The second flexible cohort extends the scheme to those that are under supervision for other crime types but are known to commit these offence types. The individuals on the scheme will have been identified as having a high risk of reoffending.

A further aspect of the strategy is a requirement for IOM offenders to have more frequent supervision by agencies involved in their rehabilitation. The police team picks up many of the additional appointments and provides intrusive supervision within home and community settings. Good partnership working and information sharing ensures that the police team are often instrumental in identifying where risk of reoffending has increased, where safeguarding for victims is required or where license conditions are being breached. When this occurs, the partners will work together to ensure that enforcement decisions are made swiftly and appropriately.

Recent indicators show that most service users recently removed from the IOM scheme have completely stopped their offending behaviour. The next steps for the scheme are focusing on

identifying where there are gaps in service provision and then finding commissioning opportunities to meet those needs.

COUNTY				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	1,508	1,595	-5.5%
	Number of Personal Property Crimes*	9,808*	11,261	-12.9%
	Number of Hate Crimes	1,426	1,251	14.0%
	Serious Sexual Offence Crimes (SSO)	2,614	2,203	18.7%
	Number of Domestic Abuse Crimes (DA)	14,060	12,338	14.0%
	Number of Online Crimes	2,976	2,224	33.8%
	Number of Robbery Crimes	334	394	-15.2%
	Number of Violence with Injury Crimes	8,255	7,262	13.7%
	Number of Rural Crimes	484	483	0.2%
	Number of first-time entrants to the criminal justice system per 100,000 10 to 17 year olds**	Data currently unavailable		

The date range for the Last 12 Months was 01/04/2021-31/03/2022. The date range for the Long-Term Average was 01/04/2018-31/03/2021.

*Personal property crimes include the following crime types:

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

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

KING'S LYNN & WEST NORFOLK				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
	Number of Child Sexual Abuse Crimes (CSA)	228	249	-8.4%
	Number of Personal Property Crimes	1,475	1,698	-13.1%
	Number of Hate Crimes	189	154	22.7%

Prevent Offending and Rehabilitating Offenders	Serious Sexual Offence Crimes (SSO)	348	307	13.4%
	Number of Domestic Abuse Crimes (DA)	2,110	1,868	13.0%
	Number of Online Crimes	402	349	15.2%
	Number of Robbery Crimes	30	42	-28.6%
	Number of Violence with Injury Crimes	1,271	1,095	16.1%
	Number of Rural Crimes	128	132	-3.0%
	Number of first-time entrants to the criminal justice system per 100,000	Data currently unavailable		

BRECKLAND				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	201	231	-13.0%
	Number of Personal Property Crimes	1,233	1,478	-16.6%
	Number of Hate Crimes	142	132	7.6%
	Serious Sexual Offence Crimes (SSO)	366	305	20.0%
	Number of Domestic Abuse Crimes (DA)	1,968	1,643	19.8%
	Number of Online Crimes	411	294	39.8%
	Number of Robbery Crimes	39	32	21.9%
	Number of Violence with Injury Crimes	1,142	991	15.2%
	Number of Rural Crimes	128	132	-3.0%
	Number of first-time entrants to the criminal justice system per 100,000	Data currently unavailable		

NORTH NORFOLK				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	126	151	-16.6%
	Number of Personal Property Crimes	786	816	-3.7%
	Number of Hate Crimes	110	73	50.7%
	Serious Sexual Offence Crimes (SSO)	204	186	9.7%
	Number of Domestic Abuse Crimes (DA)	1,291	984	31.2%
	Number of Online Crimes	259	186	39.2%

	Number of Robbery Crimes	10	10	0.0%
	Number of Violence with Injury Crimes	665	540	23.1%
	Number of Rural Crimes	83	74	12.2%
	Number of first-time entrants to the criminal justice system per 100,000	Data currently unavailable		

SOUTH NORFOLK				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	245	195	25.6%
	Number of Personal Property Crimes	1,042	1,216	-14.3%
	Number of Hate Crimes	131	108	21.3%
	Serious Sexual Offence Crimes (SSO)	318	267	19.1%
	Number of Domestic Abuse Crimes (DA)	1,475	1,311	12.5%
	Number of Online Crimes	390	261	49.4%
	Number of Robbery Crimes	18	24	-25.0%
	Number of Violence with Injury Crimes	762	676	12.7%
	Number of Rural Crimes	102	92	10.9%
	Number of first-time entrants to the criminal justice system per 100,000	Data currently unavailable		

BROADLAND				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	171	167	2.4%
	Number of Personal Property Crimes	827	1,087	-23.9%
	Number of Hate Crimes	126	114	10.5%
	Serious Sexual Offence Crimes (SSO)	286	222	28.8%
	Number of Domestic Abuse Crimes (DA)	1,245	1,207	3.1%
	Number of Online Crimes	299	209	43.1%
	Number of Robbery Crimes	8	13	-38.5%
	Number of Violence with Injury Crimes	705	661	6.7%

	Number of Rural Crimes	54	63	-14.3%
	Number of first-time entrants to the criminal justice system per 100,000	Data currently unavailable		

NORWICH				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	271	312	-13.1%
	Number of Personal Property Crimes	2,626	3,055	-14.0%
	Number of Hate Crimes	490	470	4.3%
	Serious Sexual Offence Crimes (SSO)	678	570	18.9%
	Number of Domestic Abuse Crimes (DA)	3,241	2,998	8.1%
	Number of Online Crimes	664	458	45.0%
	Number of Robbery Crimes	167	194	-13.9%
	Number of Violence with Injury Crimes	2,199	2,012	9.3%
	Number of Rural Crimes	4	3	33.3%
	Number of first-time entrants to the criminal justice system per 100,000	Data currently unavailable		

GREAT YARMOUTH				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	233	251	-7.2%
	Number of Personal Property Crimes	1,778	1,788	-0.6%
	Number of Hate Crimes	227	180	26.1%
	Serious Sexual Offence Crimes (SSO)	369	303	21.8%
	Number of Domestic Abuse Crimes (DA)	2,438	2,193	11.2%
	Number of Online Crimes	458	418	9.6%
	Number of Robbery Crimes	72	76	-5.3%

	Number of Violence with Injury Crimes	1,457	1,241	17.4%
	Number of Rural Crimes	29	18	61.1%
	Number of first-time entrants to the criminal justice system per 100,000	Data currently unavailable		

6.5 SUPPORT VICTIMS AND REDUCE VULNERABILITY

The fifth priority focuses on:

- Working to improve the overall experiences and outcomes for victims and witnesses
- Working in partnership to make those at risk less vulnerable to victimisation
- Working in partnership to deliver the most appropriate response to those in mental health crisis
- Working in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
- Supporting and encourage victims and witnesses to come forward to disclose traditionally under-reported crimes including modern slavery, human trafficking, stalking and hate crime

Commissioning of Victims' Services

Under the Ministry of Justice (MoJ) Victims Fund, each PCC is responsible for commissioning services that support victims of crime. The funding covers a victim assessment and referral service, as well as specialist and non-specialist services.

During the past twelve months, Victims Services were still in a state of flux. Not only were victims still feeling the impact of Covid-19, so too were the staff within their services. At the early stages of the financial year, it was not envisaged that other new variants would send further waves of the pandemic to deal with and enforced working from home for many.

Working with vulnerable adults/children in a crisis from March 2020 onwards, dealing with the pandemic themselves and that of their families and a total change in a more agile workstyle, we have seen many changes, including the loss of experienced staff and difficulties in recruitment. This was exasperated by short-term funding from a variety of funders (statutory and non-statutory) and a lack of joined up initiatives delivering a 'feast' in 2020/21 and a 'famine' in 2021/22 for third sector organisations.

The OPCCN carried out a needs assessment with partners utilising data provided by Police, Children's Services, Local Authorities, Health and local service providers. This data is produced for the county's Domestic Abuse and Sexual Violence Group (DASVG) which is co-chaired by the OPCCN and Norfolk Constabulary.

Additional work with Children's Services and Norfolk and Waveney Clinical Commissioning Group identified lack of provision in certain areas for support for children and young people who were either experiencing or witnessed domestic abuse or sexual violence in the household. A paper was produced based on need across the county to which the PCC made the following awards on a one-year basis:

ORGANISATION	SERVICE/DISTRICT	FUNDING AMOUNT
Leeway Domestic Abuse and Sexual Violence	1 x Children and Young Persons (CYP) Independent Domestic Abuse Adviser (IDVA) in each of the following districts: <ul style="list-style-type: none"> Norwich Broadland Great Yarmouth 	£90,204
The Daisy Programme	1 x Children and Young Persons (CYP) Independent Domestic Abuse Adviser (IDVA) in the following districts of: <ul style="list-style-type: none"> Breckland 	£29,000
Orwell Housing	1 x Children and Young Persons (CYP) Independent Domestic Abuse Adviser (IDVA) in the following districts of: <ul style="list-style-type: none"> South Norfolk (Recruitment was not secured and therefore funding at year end had to be returned in full to the Ministry of Justice in line with the terms and conditions of the Victims' Fund Grant Agreement)	£29,000
Fresh Start New Beginnings	1.36 FTE Children's Worker to support children/young people and family where they have been sexually abused.	£52,208
TOTAL		£200,412

The MoJ also released further funding to increase capacity for Independent Domestic Violence Advisors (IDVA) and Independent Sexual Violence Advisors (ISVA). This funding known as the 'National Expression of Interest IDVA and ISVA' fund had to be an open and transparent process with each PCC running an expression of interest funding round for their respective counties. Unlike the uplift, this fund was for a two-year period covering 1 April 2021 to 31 March 2023.

The purpose of this fund was to increase advocacy support for victims and survivors of sexual violence and domestic abuse across England and Wales, including children. While the focus was to increase IDVA and ISVA support across local areas to expand service capacity in response to the pandemic, the MoJ were also interested in innovative models of advocacy.

The PCC received expressions of interest to the value of £2,278,550. The OPCCN was responsible for reviewing all bids against a needs assessment and a dashboard to make recommendations to the PCC. The PCC made awards to the following:

ORGANISATION	SERVICE DISTRICT	2021/22 Awarded	2022/23 Awarded
Daisy Programme	1 x CYP IDVA <ul style="list-style-type: none"> Breckland 	£38,488	£37,027
Daisy Programme	1 x Vulnerable Adults IDVA Breckland	£39,190	£37,990
Leeway Domestic Abuse and Violence Services	1 x Vulnerable Adults IDVA <ul style="list-style-type: none"> County 	£43,000	£43,500
Pandora Project	2 x CYP IDVAs <ul style="list-style-type: none"> Kings Lynn & West Norfolk 	£52,580	£53,596

	• North Norfolk		
TOTALS		£173,258	£172,113

The OPCCN also received further continuation of funding for a project that they had bid for in 2020. The OPCCN bid for 2.5 fulltime employee protected characteristic ISVAs who would work from the Sexual Assault Referral Centre (SARC), known locally as the Harbour Centre, but who would cover the county:

ORGANISATION	SERVICE	2021/22 Awarded
Norfolk Constabulary Harbour Centre SARC	2.5 FTE Protected Characteristic ISVAs (Recruitment was difficult during this financial year and therefore in line with the Ministry of Justice terms and conditions within the Victims' Fund Grant Agreement, £21,846.65 was returned to the MoJ from the amount awarded.	£104,200

The 'core' MoJ Victims fund totalled £1,056,351 for 2021/22. Awards of the following amounts were made, however, due to the terms and conditions within the MoJ Grant Agreement, where there is underspend, this must be returned to the MoJ/HM Treasury:

ORGANISATION	SERVICE AND DISTRICT	AMOUNT	Victims Referred	Victims Supported
Victim Support	Norfolk and Suffolk Victims Care Service – county. Initial Referral and Needs Assessment Service for victims of crime with practical and emotional support to cope and recover. Jointly Commissioned with the Suffolk PCC	£315,000	16,748	3,544
Norfolk & Suffolk Constabulary	Restorative Justice Service. Jointly Commissioned with the Suffolk PCC	£32,178	24	13
Leeway Domestic Abuse and Violence Services	To provide the county with High Risk IDVAs. Please note this service ran from 1 st April 21-2 nd January 2022 whereby NIDAS (Norfolk Integrated Domestic Abuse Service was launched)	£330,441	1,646	1,781
Sue Lambert Trust	To provide support for those affected by Sexual Violence, abuse, Rape, Historic Cases of Sexual Abuse. Grant also includes support for Children 11-18 years old	£180,000	221	602
Victim Support	The Scam Service – County	£34,385	2,096	262
Building Capacity and Associated Costs	This covers a contribution to OPCCN Commissioning and research and Domestic Abuse Scoping and Delivery Officer	£97,592	-	-

NIDAS – Managed by Leeway	Introduction of the New Norfolk Integrated Domestic Abuse Service (NIDAS) – contribution to mobilisation of service	£37,755	-	-
TOTAL ++ £29,000 was returned as underspend from the MoJ Uplift		£1,027,351		

The OPCCN, led by the Director of Policy, Commissioning and Communications and the Head of Commissioning, embarked on a complete system change for the delivery of domestic abuse services supporting high and medium risk clients, their children, the management of the County's Domestic Abuse Champion Network from Children's Services, Therapeutic Group Programmes for victims and training for professionals for those districts who worked in partnership with the OPCCN.

The Norfolk Integrated Domestic Abuse Service (NIDAS) was developed in co-production with Norfolk victims, the county's statutory agencies, DASVG and the DA/SV Providers Forum. One of the aims was to provide an integrated service where victims/survivors would be offered a standardised provision for support across the county, where they only had to tell their story once and where their children could also be supported. The OPCCN is the lead commissioner for this county service; Children's Services, Adult Social Services, Norwich City Council, Broadland District Council and South Norfolk District Council have all come on board as key partners with funding.

A competitive procurement process was managed by 7Force Procurement Services, and the contract was awarded to Leeway Domestic Abuse and Violence Services as the lead provider in conjunction with four Tier 2 providers, those being the Daisy Programme, the Pandora Project, Orwell Housing and Safe Partnerships.

Mobilisation of the NIDAS commenced in October 2021 with the service going live on 3 January 2022. Due to the very early stages of delivery the next annual report will feature more details on NIDAS, however early outcomes from service users are as follows:

Quarter 1: January to March 2022

- New referrals to the service = 834
- Repeat clients = 120

Service User Outcomes

- 63% clients reported they are better informed and empowered to act
- 86% of clients reported improved health and wellbeing
- 83% clients reported they are able to cope with aspects of everyday life
- 88% of clients reported improved confidence and self-esteem
- 100% clients reporting being able to engage with the local community
- 88% of clients reported improvement to their feeling of safety
- 75% clients reported being able to understand what represents a healthy relationship

Case study: The Victims Voices

Dear X, I just wanted to say thanks again for the call yesterday....I really, really appreciate it. I don't really talk to anyone else about things for fear of burdening them with more stuff...so just keep it all in. And I just really, really appreciate the encouragement and strength you give me.....and all the other women in my position...

My domestic abuse case has been allocated to Miss X at the end of last year following physical and verbal assault and death threats from my former partner and father of my child. X called to talk to me after the initial response officers have left and thoroughly explained the process of what is about to happen now that I have made a statement against the perpetrator. She reassured me that she will be assisting me every step of the way and she indeed delivered the promise! X's attitude and commitment to the job is outstanding. She is what I would call an example of an excellent Domestic Abuse adviser – she has the knowledge, the skills, intelligence and a lot of empathy.

Hi there X, I would just like to take this opportunity to thank you so much for your support during this awful time. Being the victim of such a terrible attack may I just say, I really appreciate your expert communication with me, myself being very emotional it helped that you showed understanding and reassurance, you talked me through everything step by step making sure I was aware of everything I needed to know demonstrating excellent people skills and emotional intelligence. Being located in X since the incident I also appreciate that you kept me in the loop and updated me promptly throughout. You are fantastic at your job, I felt very well looked after and would like to thank you for being in my corner and taking the time to offer guidance and support when nobody else did. Thank you and I am very grateful.

Performance Metrics

The percentage of victims not supporting prosecution for domestic abuse, serious sexual offences and child sexual abuse have all reduced slightly over the last twelve months when compared to the long-term average. This is set against an increase in the volume of recorded crimes in domestic abuse (13.5% increase) and serious sexual offences (18.6% increase), however there was an 8.5% reduction in recorded child sexual abuse crimes.

Although the number of victims who are not ready to support a prosecution remains high, particularly for victims of domestic abuse and serious sexual offences, it is encouraging to see a small decrease in those who do not support prosecution.

The Constabulary aims to ensure that victims of serious crime receive the timely, professional supportive response they would expect. The County Policing Command (CPC) and Joint Justice Service (JJS) management teams regularly review the performance around the service levels offered to victims by all uniformed officers, detectives and police staff. Key high-risk investigations can be considered in a confidential environment to ensure a linked-up approach to safeguarding is in place, bringing investigators, local officers and key support options together.

Norfolk Constabulary has provided an update from the Head of the Safeguarding and Investigations Command (part of the CPC) outlining how the police focus on operationally working with victims not ready to support a prosecution, and the Head of Joint Justice Services outlines work done around how the victims code is being implemented, the work of the victim care unit and progress to the national standard on out of court disposals.

Safeguarding and Investigations

Norfolk Constabulary focuses work on those victims who are not able to support a prosecution at the time an investigation closes for two key reasons:

1. The first is that the victim's initial evidence is often very powerful testimony for the case against the accused and an indicator as to the circumstances the victim is having to tolerate in the longer term. The Constabulary are always seeking to ensure there is a pathway to justice that victims are confident to agree to.

2. The second reason is that the measurement can be a useful indicator for the quality of the police response to a victim-based crime. The Constabulary looks to ensure its service to victims is the best it can be.

Some victims are told by their perpetrators that even if they report offences, nothing will happen at all. This means that if the police response to a reported offence is either slow or ineffective, victims are more likely to decide that they made a mistake in coming forward and decide not to support prosecution. By attending quickly and then taking positive action at the earliest opportunity police can show that whether a prosecution is possible or not, the case is being treated seriously and any repeat case will be treated in the same way. To support officers in responding rapidly and effectively, the force has improved management information in the response times and arrest rates for domestic abuse incidents so that District Commanders can drive forward improving standards.

Another reason some victims choose not to support prosecution is that they lack confidence that they will be believed, and the case will come down to 'one word against the other'. This means that if police cannot find evidence that supports the victims account, then a court will not be able to convict on the criminal standard of proof. By actively and visibly gathering other evidence from witnesses, forensic exhibits, digital devices and their own observations, officers can have a huge impact not only on the strength of a prosecution case but also on the victim's confidence levels. Regular briefing and training sessions have taken place in the last year to explain to officers and supervisors what other evidence can be available in domestic abuse cases and the importance of gathering it quickly. Specialist officers involved in the investigation of rape and other serious sexual offences have also received training in building cases that challenge the suspect's account to find inaccuracies, giving victims greater confidence that they will not be made to feel like the one on trial.

Other victims feel unable to support a prosecution because they fear that whatever the outcome, the perpetrator will be able to continue victimising them and that no-one can prevent this. This means that if police cannot deliver or support effective safeguarding to those at risk, repeat offences will become inevitable. By having effective processes to identify and protect those at the highest level of risk, and to support those at other risk levels, police can give confidence to victims that they do not have to suffer continued abuse. The response here is delivered through partnership arrangements, primarily in the Multi-Agency Safeguarding Hub (MASH) and the Sexual Assault Referral Centre (SARC).

The MASH as a department comprises of Police, Children and Adult Social Care, the NIDAS and other agencies. Cases are dealt with by specialists trained in the key forms of abuse but with the flexibility to work together on more complex circumstances, for example supporting a victim of domestic abuse whilst also dealing with a vulnerable child within the same address. NIDAS is an innovation for 2022 bringing together victim support services across the county under one umbrella. There are two benefits to this approach:

1. After assessment the team ensures that the most appropriate service is provided to the victim.
2. By avoiding the risk of duplication, the team offer the service to its full potential, ensuring the maximum number of referrals can be supported.

The SARC is a co-commissioned forensic medical and victim support service jointly funded by the police and the NHS for victims of the most serious sexual offences, primarily rape. The service is built around the work of the Independent Sexual Violence Advisors (ISVA) who assist victims in navigating the court process and rebuilding their lives following the trauma of such offences. A nominated ISVA will normally stay in contact with a victim from their first

report to police all the way through to post-trial. An ISVA can, where they identify a risk or issue, refer that into the MASH for police and other agency support.

There are other reasons that victims may choose not to support a prosecution that are neither influenced by the police nor a measure of police success. Some crimes are reported indirectly, where the victim themselves is potentially so affected by the controlling and coercive behaviour they are subjected to, they don't recognise the crime for what it is. In these situations, officers will still look to engage and consider the possible safeguarding measures that could be utilised.

Some other victims base their decision on a misunderstanding of the law based on inaccurate press or television articles, over which police can have limited influence. Again, significant training and briefing work has been done with officers attending such incidents to ensure victims concerns are identified and addressed wherever possible.

Looking to the future, the Constabulary will continue to develop its service to victims through continuing the above efforts and developing new evidence-based initiatives to further improve its offer to victims and thereby to achieve more prosecutions against offenders.

Criminal Justice

Victim Care

The Joint Justice Services (JJS) Command continues to experience significant challenges around the management and support of victims and witnesses who continue to experience significant delays in trial dates owing to Crown Court capacity.

In response, the Constabulary, supported financially by the OPCCN through precept funding, increased resourcing in the Victim and Witness Care Team (VWCT) to facilitate this support and to ensure all victims and witnesses receive dedicated and personal contact as required.

The team continue to navigate their way through significant difficulties as court dates are regularly and repeatedly changed, but their approach has without doubt ensured that the engagement rate of victims and witnesses remains largely unaffected.

The VWCT continue to experience late notice court scheduling changes and team members will often remain at work to ensure victims receive the relevant notifications and support. Their ongoing commitment in such a challenging environment should be acknowledged and applauded.

Victims Code of Practice

The Code of Practice for Victims of Crime (often referred to as VCOP or the Victims Code) is a statutory code that sets out the expectation of the minimum service level a victim should receive from the criminal justice system. In April 2021 a revised edition of the code was launched, the main changes included:

- Rationalising the code to focus on 12 key areas or rights, for the victim
- Allowing the victim to decide the frequency around when they would like updates
- Ensuring a rationalisation of contact points so victims know who to speak with about their case
- Empowering officers and staff to have more discretion as to when it would be appropriate to record a Victim's Personal Statement (VPS)
- A greater emphasis on explaining to the victim why a decision was made

Work around embedding the Victims Code has continued through the year with a focus on improving the management information available to monitor compliance by staff. Until now data was collated via the manual dip sampling of individual cases but moving forward JJS are leading on designing a digital VCOP compliance dashboard that will automatically extract data from the Constabulary crime system. This enhanced reporting on performance can then be discussed and reviewed through the Supporting Victims Subgroup as well as the monthly Force Performance Meeting.

A key VCOP priority for the Constabulary is ensuring that all victims are afforded the opportunity to document their feelings on the crime committed and to offer their personal perspective to the court on the impact the crime has had on themselves and their family. This takes the form of a Victim Personal Statement. Considerable work with staff has been undertaken to ensure its importance is understood and data shows a steady increase in the number of Victim Personal Statements being offered, showing the positive impact this awareness raising is having.

In addition, the needs assessment questionnaire is now embedded within options investigators have when recording a crime on police systems ensuring those victims get access to the support services they need. Referrals to the Norfolk and Suffolk Victim Care Unit continue on a regular basis for all victims who request it, and work is also underway to ensure those not referred in at the start when the crime is reported, can access the service later when support is required.

Video Enabled Justice

The Constabulary's commitment to Video Enabled Justice and the provision of Virtual Remand Hearings will finish at the end of July 2022. The process effectively supported the court to function in a timelier manner by enabling a person to be produced to the hearing via a video link from the custody suite. This was particularly valuable and effective during the pandemic. However, owing to the ongoing resourcing costs and a decision by the Ministry of Justice nationally not to support forces with any funding for this option, Norfolk Constabulary will regretfully withdraw from the process. Conversations are now taking place with colleagues within Her Majesty's Courts and Tribunal Services (HMCTS) to agree the cessation plan.

Out of Court Disposals

The Constabulary is progressing arrangements in relation to Out of Court Disposals where suitable low-level offending cases can be addressed outside of the court process. This approach has been delivered in a phased roll out plan across the County. This change is in line with best practise, the National Police Chief's Council Strategy and the legislation changes anticipated during 2022.

The result will be that only two out of court disposals will be used:

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

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

The approach enables low level offenders to be dealt with quickly reducing the need to refer cases to court and supporting rehabilitation, particularly for first-time offenders.

Supported by the OPCCN, an Offender Diversion Team was created. This team supports officers in the management of Out of Court Disposals and engages both victims and offenders to ensure satisfaction with the process. The team also ensure there is a consistent application of the standards across the Constabulary. Funding has been secured to provide a range of interventions to both prevent reoffending and encourage rehabilitation of offenders, and an evaluation of this service is currently underway.

In conjunction with the OPCCN, the force also continues to promote the Restorative Justice service, also available in cases of low-level offending where a victim consents to take part. It is hoped that this investment in rehabilitative practises will result in reduced reoffending locally and offers opportunities for those engaged in first time offending to be supported to rehabilitate, thereby preventing re-offending.

Norfolk and Suffolk Constabulary's Out of Court Disposal Scrutiny Panel meetings were reintroduced following Covid-19 to independently scrutinise the use of Out of Court Disposals in response to national recommendations, following concerns about their appropriate use. The role of the panel is to ensure that the use of Out of Court Disposals is appropriate and proportionate, consistent with national and local policy, and considers the victims' wishes where appropriate. The panel membership comprises a range of criminal justice services professionals including representatives from the police, Criminal Justice Service, Youth Offending Team, Magistrates and PCC Offices who aim to bring transparency to the use of Out of Court Disposals to increase public understanding and confidence in their use. Findings of the panel, together with responses to recommendations made, are to be reported publicly to support this aim. [Scrutiny Panel reports to the PCC are available here](#).

COUNTY				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Supporting Victims and Reduce Vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	56.5%	59.8%	-3.3 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	47.7%	50.1%	-2.4 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	33.6%	35.8%	-2.2 p.pt

	Solved rate (Domestic Abuse)	9.4%	10.6%	-1.2 p.pt
	Solved rate (Rape)	5.0%	4.5%	0.5 p.pt
	Solved rate (other Serious Sexual Offences)	8.5%	8.6%	-0.1 p.pt
	Solved rate (Child Sexual Abuse)	13.5%	9.9%	3.6 p.pt
	Solved rate (Hate Crime)	11.4%	13.3%	-1.9 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court*	Data currently unavailable		
	% of all guilty pleas at First Hearing at Crown Court*	Data currently unavailable		

The date range for the Last 12 Months was 01/04/2021-31/03/2022. The date range for the Long-Term Average was 01/04/2018-31/03/2021.

*Data regarding the court hearings has been denied by CPS for a public audience.

KING'S LYNN & WEST NORFOLK				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Supporting Victims and Reduce Vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	57.3%	61.3%	-4.0 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	52.0%	47.5%	4.5 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	32.9%	34.2%	-1.3 p.pt
	Solved rate (Domestic Abuse)	11.8%	11.9%	-0.1 p.pt
	Solved rate (Rape)	2.0%	4.2%	-2.2 p.pt
	Solved rate (other Serious Sexual Offences)	10.6%	12.3%	-1.7 p.pt
	Solved rate (Child Sexual Abuse)	12.3%	11.1%	1.2 p.pt
	Solved rate (Hate Crime)	15.3%	15.6%	-0.3 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court*	Data currently unavailable		
	% of all guilty pleas at First Hearing at Crown Court*	Data currently unavailable		

BRECKLAND				
Area	Indicator	Last 12 Months	Long Term Averages	Difference

Supporting Victims and Reduce Vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	59.1%	59.3%	-0.2 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	51.1%	49.5%	1.6 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	37.8%	39.0%	-1.2 p.pt
	Solved rate (Domestic Abuse)	9.2%	10.7%	-1.5 p.pt
	Solved rate (Rape)	8.9%	2.7%	6.2 p.pt
	Solved rate (other Serious Sexual Offences)	11.5%	8.7%	2.8 p.pt
	Solved rate (Child Sexual Abuse)	17.9%	9.4%	8.5 p.pt
	Solved rate (Hate Crime)	19.0%	14.0%	5.0 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court*	Data currently unavailable		
	% of all guilty pleas at First Hearing at Crown Court*	Data currently unavailable		

NORTH NORFOLK				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Supporting Victims and Reduce Vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	58.9%	57.7%	1.2 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	46.1%	47.5%	-1.4 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	39.7%	39.6%	0.1 p.pt
	Solved rate (Domestic Abuse)	7.3%	9.2%	-1.9 p.pt
	Solved rate (Rape)	5.4%	4.5%	0.9 p.pt
	Solved rate (other Serious Sexual Offences)	7.1%	7.1%	-
	Solved rate (Child Sexual Abuse)	15.9%	12.3%	3.6 p.pt
	Solved rate (Hate Crime)	4.5%	12.1%	-7.6 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court*	Data currently unavailable		
	% of all guilty pleas at First Hearing at Crown Court*	Data currently unavailable		

SOUTH NORFOLK				
Area	Indicator	Last 12 Months	Long Term Averages	Difference

Supporting Victims and Reduce Vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	52.0%	54.7%	-2.7 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	48.1%	52.3%	-4.2 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	23.3%	34.5%	-11.2 p.pt
	Solved rate (Domestic Abuse)	7.7%	10.3%	-2.6 p.pt
	Solved rate (Rape)	2.1%	3.0%	-0.9 p.pt
	Solved rate (other Serious Sexual Offences)	6.4%	6.6%	-0.2 p.pt
	Solved rate (Child Sexual Abuse)	9.4%	6.3%	3.1 p.pt
	Solved rate (Hate Crime)	6.9%	16.0%	-9.1 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court*	Data currently unavailable		
	% of all guilty pleas at First Hearing at Crown Court*	Data currently unavailable		

BROADLAND				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Supporting Victims and Reduce Vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	56.0%	60.4%	-4.4 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	45.1%	44.5%	0.6 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	30.4%	28.1%	2.3 p.pt
	Solved rate (Domestic Abuse)	7.3%	9.0%	-1.7 p.pt
	Solved rate (Rape)	5.7%	4.5%	1.2 p.pt
	Solved rate (other Serious Sexual Offences)	6.7%	5.1%	1.6 p.pt
	Solved rate (Child Sexual Abuse)	15.2%	9.3%	5.9 p.pt
	Solved rate (Hate Crime)	11.9%	14.2%	-2.3 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court*	Data currently unavailable		
	% of all guilty pleas at First Hearing at Crown Court*	Data currently unavailable		

NORWICH				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Supporting Victims and	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	55.4%	59.2%	-3.8 p.pt

Reduce Vulnerability	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	50.4%	53.3%	-2.9 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	42.8%	37.8%	5.0 p.pt
	Solved rate (Domestic Abuse)	10.9%	11.3%	-0.4 p.pt
	Solved rate (Rape)	5.7%	4.9%	0.8 p.pt
	Solved rate (other Serious Sexual Offences)	9.3%	9.0%	0.3 p.pt
	Solved rate (Child Sexual Abuse)	14.0%	10.4%	3.6 p.pt
	Solved rate (Hate Crime)	8.0%	10.9%	-2.9 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court*	Data currently unavailable		
	% of all guilty pleas at First Hearing at Crown Court*	Data currently unavailable		

GREAT YARMOUTH				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Supporting Victims and Reduce Vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	57.8%	64.1%	-6.3 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	39.6%	51.9%	-12.3 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	30.9%	36.7%	-5.8 p.pt
	Solved rate (Domestic Abuse)	9.4%	10.4%	-1.0 p.pt
	Solved rate (Rape)	5.4%	5.7%	-0.3 p.pt
	Solved rate (other Serious Sexual Offences)	5.9%	7.5%	-1.6 p.pt
	Solved rate (Child Sexual Abuse)	12.4%	8.6%	3.8 p.pt
	Solved rate (Hate Crime)	15.9%	15.6%	0.3 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court*	Data currently unavailable		
	% of all guilty pleas at First Hearing at Crown Court*	Data currently unavailable		

6.6 DELIVER A MODERN AND INNOVATIVE SERVICE

The sixth priority focuses on:

- Supporting the police by giving them the tools they need to fight and reduce crime

- Improving information technology network connectivity and invest in new technologies
- Improving information-sharing across partner agencies

Information and Communications Technology

In the last year the Joint Norfolk and Suffolk Information and Communications Technology (ICT) department continued its assistance to the Covid-19 response, as well as supporting the commencement of work around the new Constabulary Modern Workforce Programme. During that period, over 350 new laptops were purchased and commissioned for staff members. This offered departments and teams greater resilience to the impact of absences through the pandemic by offering different working arrangements, as well as more flexibility as normal day-to-day business processes started to return.

The move to greater personal issue equipment also helped steer the work being done within the Constabulary Estates Strategy, influencing proposed building updates. For example, ICT have helped equip and establish the creation of a bookable 'Open Zone' for staff at Police Headquarters. This is an area where those who can work from home but who will regularly need a space to work from (for example, face-to-face meetings or team 'check in' events) can book a desk for the day.

In addition, with the increase in hybrid working and with the requirement to increase the capacity of the secure network that policing uses ahead of the roll out of new equipment in 2022, a significant piece of work has been done to the ICT infrastructure in readiness. This work will ensure a resilient platform for users on mobile devices, laptops, or desktops for the foreseeable future.

In the last twelve months, a significant project was undertaken to ensure all laptops and desktops were upgraded to the latest version of Windows 10. This was to guarantee that Constabulary and OPCCN devices had the use of the very latest security patches and software upgrades. The work was achieved through either a user-led remote upgrade, or the device being returned to the ICT workshop where it would be updated and tested by on-site ICT technicians.

With the introduction of the new PEQF training programme for student officers, ICT now oversee a significant deployment of equipment to those joining the scheme in order that they can complete their training and assignments. This has led to new processes being developed, linked to the recruitment team, to ensure the necessary equipment is available in the right numbers for issue at the right time.

The team supported a regional pilot of the introduction of a Robotic Process Automation (RPA) which is technology designed to increase the efficiency of the vetting procedure by automating certain elements. The pilot also offered the ICT team the chance to evaluate for the longer term the opportunities this type of mechanism will offer to automating other transactional processes across the Constabulary.

The past year also saw the upgrade of the hardware and software that delivers the Constabulary Human Resources (HR) and Finance functions; this was the first major upgrade of the system since it was launched in 2015. The work involved the creation of a dedicated ICT project team to work alongside system users and the third-party supplier to upgrade the system and ensure full functionality.

ICT are further assisting HR with involvement in the project aimed at improving the support those staff joining, leaving, or moving roles receive. The aim is to automate processes wherever possible and ensure the system supports those staff members who complete

mandated training by activating access without the requirement to link back in with a person or to file completed paperwork without it having to be signed off by a manager.

Officers and staff often need to utilise numerous independent systems to do their job. To assist, ICT have introduced a product that will act as a single log-in, authorising a user to access those programmes and databases that are required for the role they perform. This was initially piloted on the Missing Person database but will now be rolled out across other systems.

In addition to the above pieces of work, ICT have focused on several key objectives including:

- Refreshing the technology infrastructure to ensure compliance with the National Codes of Connection. This is part of a five-year programme of updates and helps ensure data security
- Supporting the estates programme in the delivery of the technology infrastructure for the new Swaffham Hub, Holt Police station as well as the development of the former sixth form block at Hethersett Old Hall School into an ICT training classroom
- Helping specify and then procure the equipment to fit out the newly developed control room training suite at Dereham
- Continuing the replacement of Body Worn Video devices
- Continuing to support the development of a collaborative digital storage system called Digital Asset Management System (DAMS)
- Supporting the development of a Forensic Case Management System for the region on a new modern digital platform
- Bringing online the new electronic annual appraisal system for all staff (referred to as Performance and Development Review)

Digital Delivery Team

In the last twelve months, the Joint Norfolk and Suffolk Digital Delivery Team focused on enhancing the flexible working of frontline officers to ensure they can carry out a greater number of tasks without having to return to the police station to access systems.

Following a business case, the Constabulary agreed that all police officers would move to a single mobile phone device as standard equipment issue, where previously officers had been issued with a phone and a tablet. The roll out of the new phones will take place during 2022/23 and this change to a newer, more capable device is cost neutral.

The team has overseen the force-wide introduction of 'OPTIK' which allows police officers access to various key force systems remotely on their mobile devices. In the last twelve months, new key developments for the product have included:

- Standardising various forms officers need to submit as part of case files for court that are accessible through OPTIK to ensure that information is captured to a corporate standard
- A new application that speeds up the taking of statements, which in turn provides a better service for victims and helps reduce paperwork time for officers, helping them to get back on patrol more quickly
- Sorting incident lists in real-time to help officers identify and respond to priority jobs in order of risk
- Enhancing the Investigation module to allow for better recording of the updated Victim Code of Practice rights, in turn ensuring a better service to victims of crime whilst also speeding up the recording process for officers

- Automating sending stop and search forms to those members of the public that have had this interaction with officers. It's hoped this contributes to public confidence around transparency in policing and allows the administration to be undertaken efficiently on behalf of the officer
- The system now searches the Missing Persons database when the officer checks a person's details to ensure there is an early opportunity to identify safeguarding or vulnerability issues
- Enhancing the information that OPTIK can access from national police systems that will potentially give officers on the ground a better picture of an individual they are dealing with

The Constabulary now maintains its own series of digital applications accessible on mobile devices provided to staff and maintained by an in-house team. As guidance and regulation changed frequently and at short notice during Covid-19, the in-house developers were quickly able to respond to ensure the correct information was available within 24 hours to support officers out on the ground dealing with operational incidents.

The Digital Delivery Team have also worked on products and processes that will be directly helpful to the public. A webform was introduced that allowed people to directly submit their Freedom of Information requests and an online payments system was developed and introduced to allow those that needed to pay costs around their firearms license to deal with the matter directly and quickly. As well as benefiting the public, these new products have helped with the back-office management processes for both the Information Management Team and the Firearms Licensing Team.

With the approval of the collaborative business case for DAMS across five forces in the region (Norfolk Constabulary alongside Suffolk, Bedfordshire, Hertfordshire, and Cambridgeshire), work began on the product that will ensure that our Constabulary has sufficient capacity and capability to meet the needs of police investigations around digital evidence capture for the foreseeable future. The plan is the new product will go live by the Autumn of 2023 and it will also offer the Crown Prosecution Service access in order that they can directly view evidence, such as Body Worn Video footage. In addition, there will be a public facing interface where digital evidence can be uploaded; this will simplify the process for members of the public to share evidence they have, for example mobile phone or camera footage.

6.7 GOOD STEWARDSHIP OF TAXPAYERS' MONEY

The seventh priority focuses on:

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| <ul style="list-style-type: none"> • Delivering an efficient policing service, achieving value for money for all Norfolk residents • Joining up emergency services and identify opportunities for further collaboration • Developing robust accountability frameworks and governance arrangements |
|--|

The PCC is 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 the day-to-day work of the office 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 the PCC's determination following consultation with the Norfolk community and endorsement by the Police and Crime Panel – a role the PCC takes very seriously.

Government grants had reduced year-on-year since 2010 although there have been some limited increases from 2019/20. However, as a result of previous reductions, Norfolk Constabulary has been required to make significant annually recurring savings. The fact is that finances are getting tighter as demand increases, and that makes efficient use of those resources and good stewardship of our budgets critically important.

Where the Money Comes From

	Budget 2019/20 £m	Budget 2020/21 £m	Budget 2021/22 £m	Budget 2022/23 £m
Government Funding	88.8	94.8	100.2	105.6
Council Tax	76.0	79.9	82.9	88.1
Approved Budget	164.8	174.7	183.1	193.7

The Home Office Grant remained the same at £87.2m in 2018/19 as in 2017/18 but which indicated a real term drop in funding taking inflation into account. The increase to £88.8m in 2019/20, £94.8m in 2020/21, £100.2m in 2021/22 and £105.6m for 2022/23 was welcomed after challenging settlements, however much of this increase related to the officer uplift programme to increase police numbers nationally by an additional 20,000 officers. In recognition of funding challenges and increased demand, the settlement came with the ability to request an increase in council tax above inflation. The council tax increased by 5.68% for 2021/22 and 3.59% for 2022/23.

However, there still was the need to make savings to balance the budgets and to the end of March 2022, those annually recurring savings since 2010 now total £40m. Around half of that total has come from collaboration between Norfolk and Suffolk Constabularies. A joint strategy exists which outlines the collaborative vision for Norfolk and Suffolk and provides a strategic framework within which collaborative opportunities are progressed.

Areas of collaboration outside of Norfolk and Suffolk include the Eastern Region Special Operations Unit (ERSOU), a specialist unit with a remit for tackling serious and organised crime in the Eastern Region. ERSOU comprises resources from the following police forces: Norfolk, Suffolk, Essex, Cambridgeshire, Bedfordshire, Hertfordshire and Kent.

In January 2020 a 7Force Commercial Services team was implemented and is now overseeing all procurement activity across the seven forces, making sure all opportunities for savings and efficiencies are exploited. There is also a 7Forces Network that continues to review areas for wider convergence and collaboration, as well as completing some significant multi-force projects.

How the Money Is Spent

	Budget 2020/21 £m	%	Budget 2021/22 £m	%	Budget 2022/23 £m	%
Employees	150	85.9	157.5	86	166.2	85.8
Premises	16.3	9.3	16.9	9.2	17.3	8.9
Transport	3.5	2	3.6	2	3.5	1.8
Supplies, services and other	21.7	12.4	23.1	12.6	24.9	12.9
Capital financing	7.3	4.2	4.8	2.6	3.9	2
Gross budget	198.8	113.8	205.9	112.4	215.8	111.4
Other income	-24.1	-13.9	-22.8	-12.4	-22.1	-11.4
Net budget	174.7	100	183.1	100	193.7	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 re-profiling of major estates schemes, vehicle replacements delayed because of issues in the supply chain and ICT schemes that are slipping into next financial year.

How the Budget Is Monitored

	Budget 2021/22 £m	Outturn 2021/22 £m	(Over)/under spend £m
OPCCN	1.1	1.1	0
OPCCN commissioning (net*)	1.2	1.2	0
Operational policing	172.6	172	0.6
Capital financing	6.5	6.8	-0.3
Contribution to reserves	1.6	1.6	0
Total spending before use of reserves	183	182.7	0.3
Contribution to/(from) PCC reserve	0	0.1	-0.1
Contribution to (from) budget support reserve	0	0.2	-0.2
Net budget	183	183	0

*Gross spending on Commissioning is £3.7m as the PCC receives a Grant of £1.5m from the Ministry of Justice and other commissioning income of £1m in respect of services to victims of crime.

The PCC monitors and scrutinises the budget closely, with formal reports on spending reviewed at the PCCs Accountability Meetings which were held throughout the year to hold the Chief Constable to account.

At the end of the financial year, annual accounts are prepared, published on the OPCCN website, and are 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. Also, there is an independent Joint Audit Committee which oversees governance, risk management, and the reports and programmes of the internal and external auditors.

After allowing for the use of reserves, as budgeted, the total group (comprising the PCC and the Chief Constable) budget for 2021/22 was balanced.

Looking Ahead – Budget 2022/23

The three-year spending review confirmed the continuation of funding for the recruitment of 20,000 additional officers for England and Wales (the Uplift Programme). Nationally, £550m of funding has been made available for 2022/23 to recruit another 8,000 officers, in addition to the first 12,000 officers recruited in the first two years of the programme.

As part of the Spending Review, PCCs were given the flexibility to increase the precept by up to £10 per annum (equating to 15 pence per week at a Band B property or 19 pence per week at Band D) without the need to go to a referendum. Following a period of consultation with the public, the PCC took the decision to raise the precept by the maximum allowed. By doing this, the PCC has been able to provide funding to help maintain current levels of service and enable your police service to tackle the new challenges they are facing.

However, while the Spending Review set out a three-year settlement for the Home Office and confirmed PCCs have the flexibility to raise the precept by £10 per year over the three-year that period, the settlement for forces only outlined detail for 2022/23. This leaves some uncertainty on the financial detail going forward.

Given the ongoing global economic issues, and the significant pressure on inflationary costs, the prudent assumptions made in the Medium-Term Financial Plan are now even more appropriate. The Constabulary is about to commence the process of the new round of strategic financial planning and will consult with the PCC throughout this process. There are no going concern issues as a result as funding to police forces will continue, but there may be risks to the levels of service currently offered.

The financial, economic and operational uncertainties and challenges will require the PCC and Constabulary to keep financial planning assumptions under constant review, to ensure that the financial position remains stable into the long-term and that increased efficiency is kept at the heart of these developments.

Full details of revenue and capital spending in 2021/22, the 2022/26 Medium-Term Financial Plan (including the Reserves Strategy), and the Statements of Accounts, can be viewed here: <https://www.norfolk-pcc.gov.uk/key-information/finance>

Attending Emergencies

The aim is for 90% of emergencies to be attended within the Constabulary's target. The target for urban areas is 15 minutes and for rural areas is 20 minutes (timings are calculated from the point of the call being received to an officer being in attendance). In the last twelve months, 89.9% of emergencies in urban areas were attended within the target time and 85.5% of rural emergencies were attended within the target time.

The number of 999 calls has returned to pre-Covid levels following a reduction in the latter part of 2020. The proportion of emergency incidents that are attended within the target time is 1.5 percentage points below the long-term average (87.8% compared to 89.3%), indicating that the Constabulary are effectively managing the changes in demand. The number of incidents recorded as Grade A (emergency response) over the twelve months has increased by 10.9% against the long-term average (47,367 against 42,700) and is set against an increase of 8.3% in incidents recorded as Grade B (priority response) over the same period. These trends are likely to reflect the impact of Covid-19 on policing caused by a change in social activity both over the periods of lockdown and the subsequent easing of lockdown measures.

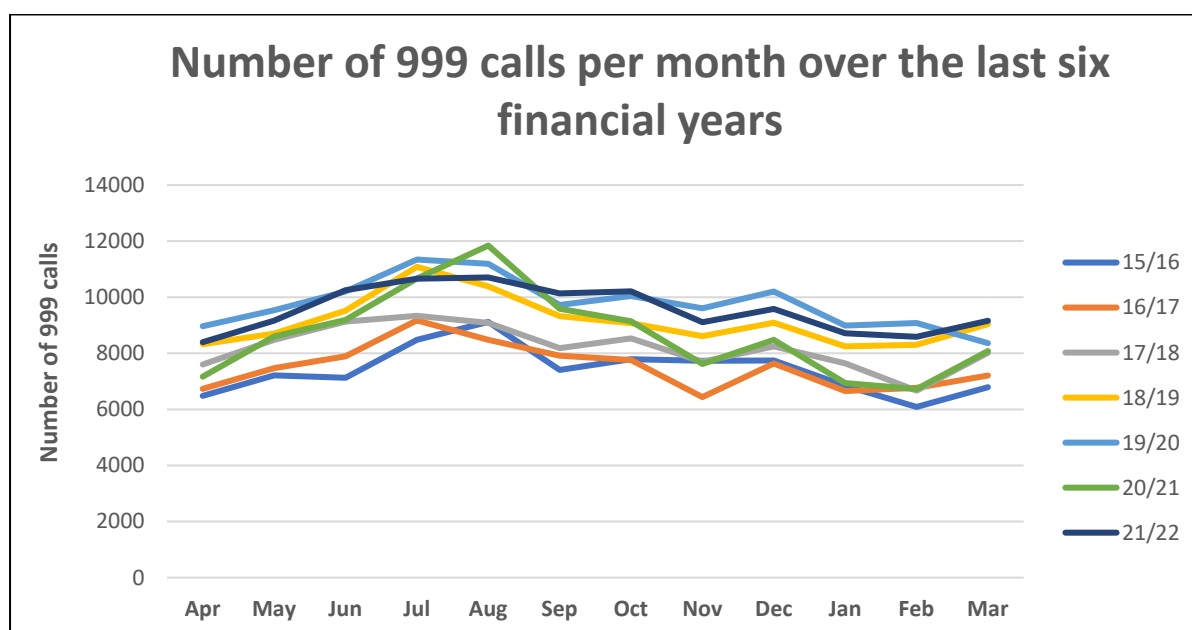
Answering Emergency Calls

The national target is to answer 90% of 999 calls within 10 seconds. In the last twelve months, 89.2% of 999 calls were answered within 10 seconds suggesting Norfolk Constabulary continues to perform strongly around the ability to answer these calls within 10 seconds. At the start of 2021, 999 call demand dropped to the lowest level in two years, before increasing and peaking in August, a trend that is likely to reflect easing and reinstating of lockdown measures. Recent data indicates a return to pre-Covid levels of demand.

The charts below show the number of 999 calls being answered in Norfolk in 2021/22 compared to previous years:

Number of 999 calls received in Norfolk by month and year (2015/16 to 2021/22)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Apr	6,485	6,731	7,602	8,324	8,968	7,169	8,397
May	7,213	7,470	8,480	8,701	9,536	8,601	9,163
Jun	7,125	7,891	9,133	9,518	10,204	9,189	10,252
Jul	8,483	9,174	9,337	11,082	11,344	10,667	10,659
Aug	9,118	8,478	9,088	10,385	11,194	11,842	10,705
Sep	7,408	7,914	8,181	9,324	9,725	9,590	10,133
Oct	7,791	7,761	8,531	9,074	10,046	9,144	10,210
Nov	7,730	6,438	7,700	8,610	9,603	7,617	9,106
Dec	7,743	7,634	8,244	9,091	10,203	8,483	9,581
Jan	6,844	6,653	7,642	8,247	8,987	6,940	8,712
Feb	6,087	6,766	6,668	8,301	9,079	6,724	8,587
Mar	6,793	7,205	8,017	9,042	8,362	8,079	9,159



Answering 101 Calls

In the last twelve months, the Constabulary answered post-Switchboard 101 calls within 4 minutes 20 seconds on average. Whilst comparison to the long-term average cannot yet be provided due to having not yet accumulated four years' worth of data, comparison against the previous financial year can be provided, where on average the Constabulary answered post-Switchboard 101 calls within 4 minutes and 31 seconds, indicating that 101 calls are being answered slightly quicker than the previous year.

Over the past year, just over 146,000 101 calls were received by Communications Officers (post-Switchboard). Of the 101 calls received into Switchboard during this period, approximately 42% were resolved by Switchboard staff whilst the remainder were transferred to Communications Officers. Just over 220,000 101 calls were received into the Switchboard during the last twelve months, which is down compared to the previous year (just under 280,000).

Contact and Control Room

The last year was challenging within the Constabulary's Contact and Control Room (CCR) due to the continuing impact of Covid-19. With regular updates to restrictions, legislation, and guidance there was often a significant increase in calls for service from members of the public wanting to ask about their own circumstances and plans when changes were announced. This was over and above normal expected demand of what might be described as the traditional calls the police receive. Furthermore, the CCR by its very nature sees a significant number of people working in proximity. The team had to deal with staff absences whilst making changes to reduce the risk to those staff attending. Despite this, the CCR was able to continue to operate to a high standard, providing a prompt service, ensuring risks were assessed and calls responded to appropriately in line with the grading on their severity.

The CCR has well-documented contingency plans for all foreseeable scenarios and whilst regularly exercised, Covid-19 tested these to the maximum. The challenge allowed the CCR management team to continue to develop the work to ensure greater degrees of resilience for the core functions of the control room including testing and piloting new solutions. As an example, when absence rates identified a requirement for staffing beyond the team's capacity,

one such contingency plan was activated. This saw police officers being trained to perform the roles within the control room. This approach was further developed with a series of bespoke short training packages, developed to help officers quickly learn how to perform specific tasks should there be a further short-notice requirement to fill vacancies. This approach contributed to ensure that when the public needed to call in an emergency, the CCR could answer that call in a timely manner.

Further work to build resilience saw the development of the fall-back facilities at the training site at Dereham. This can function as a secondary control room for the county if required or allows both control rooms to be used simultaneously, which ensured the teams worked in a socially distanced manner.

The CCR also managed several digital workstreams, including referrals from the Constabulary website and pilot work around social media channels. Managing these communications could be completed remotely and allowed staff to work from home. This allowed managers to develop plans to keep potentially vulnerable staff working whilst continuing to help the public. In an environment with shared computers and equipment, the good hygiene practices established during the early stages of Covid-19 were retained to help reduce sickness absence.

The past year was part of a four-year modernisation programme and this work continued throughout the pandemic. In summary, over the past twelve months the CCR has:

- Introduced new shift patterns to better align staff with the times the public call
- Introduced new teams to help deal with the business more efficiently. For example, the team now has a dedicated duties function using a new workforce management system. This new application analyses historic and live-time information and forecasts future demand helping ensure staff are programmed to work when the demand is expected
- Expanded existing teams that help keep the business working, including increasing the size of the training team to help with the increased demands for courses and the Systems Team, who ensure the core IT within the room remains updated and in good working order
- Following the pilot of Live Chat in 2020/21, it has now been adopted as business as usual as a method the public can engage
- The upper floor of the CCR has been refurbished to provide an additional standalone command and control environment for dealing with major incidents and includes its own call handling, dispatch bays and briefing rooms. Day-to-day the space also provides office accommodation for several CCR staff

Throughout the year, the CCR scoped a range of options to restructure the number of radio channels (called Talk Groups) used to communicate with staff out and about across the county. A new approach was finalised at the beginning of January 2022 which intends to be a more efficient way of working, with a pilot indicating that it had the potential to reduce the attendance time for priority incidents. Also included within the change was a countywide command channel that allows all resources connected to a significant deployment to quickly talk to each other. The new Talk Groups are anticipated to be introduced in the Summer/Autumn of 2022.

The CCR was also home to the desk-based investigation team, Operation Solve. When a member of the public wished to report a crime and the circumstances are appropriate, they could book to speak to a police officer to discuss the matter. This call could be at a time and date that works for the caller. With the success of this approach, the Operation Solve team

continued to expand during the year and efficiency remained at a very high level with 99.5% of the team's diary slots being filled.

Staff welfare remained a high priority as employees were classed as 'essential workers' due to the nature of the work they do and the equipment this requires. Over the past twelve months improvements have been made to the physical environment of the control room including new operator chairs and other ergonomic aids, rise and fall desks, personal fans, as well as developing plans to spread staff out across the CCR estate to maximise social distancing where possible.

The CCR training team gatekeep the standards expected of new joiners as well as ensuring the continuous professional development (CPD) of existing staff. Following almost two years where face-to-face training had to be cancelled, the CCR can once again provide classroom-based learning which is very popular with the team. In addition to regular CPD, for the first time, dedicated leadership training has been delivered to supervisors. Furthermore, following a successful apprenticeship pilot which has seen two supervisors achieve an Institute of Leadership & Management qualification, a further five supervisors have now commenced the course. The CCR continues to invest in and develop its workforce recognising that high quality training delivers high quality public services.

Percentage of the Public Who Agree Police Are Doing a Good Job

The indicator for the percentage of the public who agree the police are doing a good job is a question asked as part of the Crime Survey of England and Wales. Face-to-face surveys by a researcher in the home of the participant were paused from March 2020 due to Covid-19 restrictions and were replaced with surveys undertaken by telephone. However, that methodology was inconsistent with pre-Covid surveys and did not produce data at individual police force level. As of October 2021, face-to-face surveying has resumed however there will be a period of time required to build the sample back to a size that can be reported against nationally and at a force level. It is anticipated that after twelve months, a sufficient sample size will be available.

In the meantime, in order to develop a more detailed understanding of the views of the local community on policing matters, a community perceptions survey was established by Norfolk Constabulary as outlined within the Priority 1 'Increase Visible Policing' section of this report. This is now into its third year and recent findings suggest that 86% of respondents think police are doing a good or excellent job, equating to four percentage points decrease compared with the previous reporting period.

Performance Metrics

COUNTY				
Area	Indicator	Last 12 Months	Long Term Averages	Difference
Good Stewardship of Taxpayers' Money	% of emergencies responded to within target time	87.8%	89.3%	-1.5 p.pt
	% of 999s answered within 10 seconds	89.2%	90.6%	-1.4 p.pt

	Average time to answer 101 calls*	04:20	N/A	N/A
	% of public who agree police are doing a good job (Crime Survey for England and Wales)**	Data currently unavailable		

The date range for the Last 12 Months was 01/04/2021-31/03/2022. The date range for the Long-Term Average was 01/04/2018-31/03/2021.

*This figure represents the average answer time for 101 calls that have not been re-routed through to a self-service option and have already passed through the Switchboard. 101's that are not resolved by switchboard are triaged into either emergency, priority, routine, or advice calls which continue on to a communications officer. This indicator will continue to be reviewed for accuracy and to ensure it is methodologically sound. A long-term average for 101 calls will not be available until we have accumulated four years' worth of data (three years to calculate the preceding average, in addition to a further twelve months to calculate the current twelve-month figure).

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

7. POLICE COMPLAINT REVIEWS

The Independent Office for Police Conduct (IOPC) oversees the police complaints system. If you are unhappy with the way your complaint has been handled or with the final outcome, you have the right to apply for a complaint review.

Following police integrity reforms being introduced through the Policing and Crime Act 2017, PCCs became the relevant review body for police complaints in February 2020.

The reason for this change is to ensure that reviews are impartial and carried out independently, providing greater assurance to the public. Previously, complaint reviews were carried out by the IOPC or the Professional Standards Department within each police force, so this change has resulted in greater local accountability and independence through the PCC.

In Norfolk, the OPCCN has a dedicated Police Complaints Review Officer who has delegated authority from the PCC to undertake complaint reviews on his behalf.

The number of complaint reviews handled by Norfolk PCC between 1 April 2020 and 31 March 2022 is set out below:

Reporting Year	No. of Reviews	No. not valid	No. for IOPC	Total No. of valid reviews	No. of valid reviews upheld
01/04/2020-31/03/2021	52	8	3	41	8
01/04/2021-31/03/2022	59	12	0	47	7

You can find out more information on the police complaint review process on the Norfolk PCC website here: <https://www.norfolk-pcc.gov.uk/contact-us/complaints/complaints-reviews/>

8. NORFOLK COUNTY COMMUNITY SAFETY PARTNERSHIP

The Norfolk County Community Safety Partnership (NCCSP) is unique, as it is the only crime and disorder reduction partnership in the country managed by the OPCC for the police force area. This innovative arrangement was introduced in 2020, as part of an ambitious transformation of community safety, that builds on the role and leadership of the PCC working in partnership with other leaders across the county.

In the last twelve months, the transformation continued alongside the delivery of a range of activities and outcomes that combine to make communities across Norfolk safer and partners more responsive to and effective in addressing a range of issues affecting people's lives.

There was an ongoing focus on domestic abuse during the past year, and during the first six months, the partnership continued to respond to the impact of the Covid-19 pandemic and the effects of social restrictions on the abuse being experienced by families. In addition, there was a wide range of significant activities undertaken and outcomes achieved, including:

- Publication of the Safer Norfolk Strategic Plan
- Publication of the new Domestic Abuse and Sexual Violence Strategies for Norfolk
- Implementation of programmes for perpetrators of domestic abuse to reduce further offending
- Review and strengthening of Norfolk's Multi Agency Risk Assessment Conference arrangements
- Increasing levels of specialist domestic abuse support through the roll out of the NIDAS which covers the whole county and leaves no areas unsupported
- Development of a successful bid to the Home Office Safer Streets funds to deliver interventions to make women and girls safe in Norfolk, including improvements to CCTV in Great Yarmouth and programmes for children
- Continued rollout of the of the 'HEAR Campaign' to encourage employers to provide more information and support for victims of domestic abuse
- A countywide campaign to challenge male violence against women and girls
- A review and strengthening the management of domestic homicide reviews
- Continued to coordinate a partnership focus on County Lines and exploitation
- Development of the Norfolk Anti-Slavery Network
- Improving the reporting structure to the NCCSP and the County Council Scrutiny Sub Panel
- Undertaking a Prevent risk assessment and development of a new Community Relations and Prevent Strategic Group to work to reduce the threat of terrorism in the county
- Improving public information on domestic abuse, prevent, human trafficking and modern slavery available from partners
- Alcohol and substance misuse, and any other behaviour which has a negative impact on the local environment
- Management and review of the Community Trigger Process

The OPCCN continues to enjoy an excellent working relationship with all responsible partners, working together to improve community safety for local communities.

9. EMERGENCY SERVICES COLLABORATION

The Policing and Crime Act 2017 introduced a statutory duty on the police, fire and rescue and ambulance services to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness.

Following a formal agreement signed by the PCC and the leader of Norfolk County Council in 2018, a collaboration board was formed to explore ways for Norfolk's Police and Fire and Rescue Services to better work together.

The PCC continues to be a member of the Norfolk Fire and Rescue Service Authority.

A number of sector focussed collaboration arrangements are already in place. For example, the Police Partnership collaboration between Norfolk and Suffolk Constabularies, and the East Coast and Hertfordshire Control Room collaboration between Norfolk Fire and Rescue Service and three other fire and rescue services.

Since the signing of the formal agreement back in 2018, a lot has been achieved together. Examples include enabling further shared use of estates, supporting the East of England Ambulance Service and putting a joint emergency control room in place. Further details are set out in previous annual reports which can be viewed on the Norfolk County Council website here: [Annual police and fire collaboration reports – Norfolk County Council](#)

10. GET INVOLVED

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

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

PCC Accountability Meetings (PAM) with the Chief Constable continued to take place on a quarterly basis throughout the year. Due to ongoing Covid-19 restrictions, these were held virtually rather than face-to-face in a public setting, so a video of each meeting was recorded and uploaded to the PCC website along with agendas, reports and minutes to ensure that the public could still see the PCC holding the Chief Constable to account for the policing service delivered in the county.

For the PAM in July 2021, the PCC invited Norfolk residents to submit questions to be put to the Chief Constable and other senior officers. Questions had to be submitted in writing at least ten working days before the meeting and had to relate to policing priorities in Norfolk as a whole or specific to a local area. This new initiative was a resounding success with 59 submissions being received from members of the public over the past year, covering a wide range of local issues and concerns.

At the beginning of February 2022, the PCC launched his 'Time to Talk' sessions as a new means of engagement and to ensure that he remained accessible to residents across Norfolk. 'Time to Talk' sessions have been held either virtually or over the telephone providing people direct one-to-one access to the PCC.

Your PCC also has a statutory responsibility to establish and manage an Independent Custody Visiting Scheme. Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit Norfolk's Police Investigation Centres (PICs), unannounced and in pairs, to check the treatment and welfare of detainees and deliver effective oversight to ensure a safe environment while providing public reassurance. There is a panel of visitors allocated to each of the four Norfolk PICs (Aylsham, Great Yarmouth, Kings Lynn and Wymondham) who make visits on a weekly basis to make sure that detainees are treated fairly and with respect.

If you would like to get involved, on a more regular basis, in shaping the policing service you receive, as well as helping the police and other agencies to better understand community needs and the impact of key issues on Norfolk residents, consider applying to join the [Independent Advisory Group](#) or [Norfolk Youth Commission](#). If you are interested in becoming an Independent Custody Visitor or would like to read more about the scheme, [further information is available here](#).

APPENDIX A – EQUALITY UPDATE

The PCCs Police and Crime Plan sets the equality objectives for the OPCCN, and a progress update is provided annually. According to the Equality Act 2010, public bodies must publish new equality objectives at least every four years. New equality objectives were set this year and will be valid until 2026. For the first time in Norfolk, the three new objectives are joint between Norfolk and Suffolk Constabularies and the OPCCN. This will enable more partnership working and collaboration on this crucial equality work, whilst still allowing the organisations to work independently where appropriate.

Our Equality Objectives

Objective 1: Make Norfolk and Suffolk's police services and the OPCCN more inclusive organisations, which are representative of the communities they serve

It is important for the police and OPCCN to understand and represent the communities they serve so high-quality services can be provided and the public can trust the organisations. The OPCCN is a small office and therefore its workforce cannot represent all parts of Norfolk's diverse communities, so we use data and community engagement to gain additional understanding and insight.

Norfolk's Independent Advisory Group (IAG) is managed by the OPCCN and includes members of the public representing a wide range of communities. The IAG assists in monitoring and equalities consultation for both Norfolk Constabulary and the OPCCN. Its membership has expanded in the last year to welcome new members representing new communities. A full IAG update can be found in the next section.

Data from the 2020 census is now starting to be released by the Office for National Statistics (ONS) and this will be used to improve our understanding of people living in Norfolk and to target our approach to improve the ways we understand and represent our communities. Progress will be reported on in the next annual update.

The PCC and OPCCN scrutinise Norfolk Constabulary data on recruitment, retention and promotion to hold the organisation to account on how representative it is of Norfolk's individuals and communities. PCC Accountability Meetings are held on a quarterly basis so the PCC can speak to the Chief Constable about any issues and ask questions that have been sent in by Norfolk residents. The OPCCN will also work with Constabulary staff networks to understand the barriers faced by people with different protected characteristics, and work in partnership to remove those barriers and make the workplace more inclusive.

Objective 2: Increase the transparency of the organisations concerning equality, diversity and inclusion

Transparency is an important part of public scrutiny and increasing trust in Norfolk policing. The IAG and its subgroups receive data updates from the police to monitor hate crime and stop and search in Norfolk, with plans in place to set up refreshed monitoring of police use of force. The PCC and OPCCN also scrutinise this data, along with public satisfaction and complaints, with findings being raised in accountability meetings. Updates on how the Constabulary have been held to account, what changes or outcomes have resulted, and progress against all three equality objectives listed here will be provided in the next annual report.

The OPCCN Equality Impact Assessment (EIA) procedure is currently being refreshed and once completed the template and guidance forms will be published on the OPCCN website so our process for ensuring equality is embedded in all our plans is transparent.

Objective 3: Work collaboratively to provide high-quality, evidence-based services to our communities, engaging with them on issues that are important to them

Data is an important part of creating quality, evidence-based services. The OPCCN was one of the first OPCCs to engage with a data tool developed by the Youth Justice Board to measure ethnic disproportionality in the youth justice system. A report was written and shared with Norfolk's Youth Offending Team to inform recommendations for upskilling staff in identifying and eliminating bias, and further analysis of the data to understand where the disparity is coming from. The new OPCCN EIA process will include increased guidance and a focus on data and research which will inform all OPCCN policy, including commissioning and engagement. We are currently working with the Constabulary to improve hate crime monitoring data.

Public and service user consultation is also crucial in creating and maintaining quality services. In January this year the new Norfolk Integrated Domestic Abuse Service was launched, following extensive consultation with the public and service users including analysis on reducing barriers experienced by people with protected characteristics. The public were consulted on the Police and Crime Plan and the policing precept, with both documents published in Easy Read format. Data was collected to help us measure and target our community engagement with different groups.

The OPCCN co-chairs and supports the Norfolk Domestic Abuse and Sexual Violence Group (DASVG), which brings together partners from policing, local government, health and the voluntary sector and works to reduce these crimes in Norfolk. The Adult DASVG subgroup has been working on understanding and improving awareness of abuse by carers to reduce the abuse experienced by disabled or vulnerable adults.

Our office continually refreshes its understanding of equality issues with colleagues attending conferences and workshops. In the last year these have included: the joint policing Diversity, Equality and Inclusion Conference; the Neurodiversity in Policing Conference; Stephen Lawrence Day Conference, and the Association of Police and Crime Commissioners' Diversity, Equality and Inclusion Conference. Some OPCCN colleagues also attended specific neurodiversity and wellbeing training. These events looked at increasing public confidence and trust, disproportionality in policing, and how to make workplaces more accessible to diverse communities. Recent events both nationally and globally have led to a particular focus on race and on violence against women and girls, and a new IAG Working for Women subgroup has been created. The WONDER+ service, which supports female offenders and women at risk of offending to reduce their vulnerability and prevent potential future offending has had its funding renewed.

APPENDIX B – INDEPENDENT ADVISORY GROUP UPDATE

The Norfolk Independent Advisory Group (IAG) is a group of Norfolk residents from different community backgrounds who are prepared to give their opinions and advice with the aim of improving the quality of policing services for the communities of Norfolk.

The group has a key role in helping to increase the public's trust and confidence in the police, particularly amongst minority communities. It helps with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk with particular emphasis on hate crime, critical/major incidents, policies, and procedures, and Stop and Search.

IAG has continued to meet as a group virtually using the virtual platform of Microsoft Teams, in doing so it has continued to act as a positive conduit, continuing to build trust, confidence and better relationships between diverse communities and Norfolk Constabulary.

At the IAG AGM in December 2021, the PCC launched the IAG Engagement Network, designed to further increase the input and influence of residents from all backgrounds.

Network members work alongside the IAG to represent the needs of as wide a range of residents as possible, ensuring they can directly impact policing in Norfolk. The IAG has used the Engagement Network to work with organisations who support those with protected characteristics, the vulnerable, victims of crime and organisations representing the needs of a wide range of demographic groups.

IAG members have engaged with this wider network by holding a variety of community group meetings across Norfolk. The IAG members have been hosting and chairing the community meetings, with local police officers in attendance. The meetings have been attended by local community leads and community groups, members of the public from those districts in which the meeting has taken place and a wide variety of partners. The aim of the meetings is to allow community members to become aware of the IAG itself and understand that the role of the members is to act as a conduit between them and the police. The meetings are not chaired by the police to ensure that IAG members can work with the local communities to develop an agenda around their policing and crime issues. Police teams are in attendance to answer questions and provide policing and crime information. These community meetings have developed trust and better working relationships between community groups and the local policing teams.

During the past twelve months, IAG members continued to participate in the Stop and Search Scrutiny Panel, the Use of Force Scrutiny Panel and the Ethics and Transparency Board. These opportunities have allowed IAG members to examine and scrutinise policing activity that directly effects residents of Norfolk, producing vital feedback and learning opportunities for Norfolk Constabulary.

Recruitment has continued throughout 2021 and early 2022, with an increase in enquires from members of the public who wish to join the IAG. At the end of March 2022, the total membership of IAG had increased from 12 to 15 members. Recruiting new members onto the group helps to provide a continuous discourse between the police and a variety of communities, particularly those underrepresented groups across Norfolk.

More information on the Norfolk Independent Advisory Group can be found here: [Independent Advisory Group | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk/independent-advisory-group/)

APPENDIX C – YOUTH COMMISSION UPDATE

The Youth Commission was set up in 2017 and allows young people to get involved and have their say about policing and crime where they live. Youth Commissioners are a diverse group of young people, aged between 14 to 25 years old, from all over the Norfolk policing area. The Commission has been established to enable young people to voice their opinions and be heard. By sharing their views and experiences of crime, policing and the criminal justice system, the Commission seeks to ensure local decision-makers not only understand young people's needs but are also working to meet them.

Throughout 2021 and into 2022, the Youth Commission has continued to be active and participate in various elements of the PCC's engagement strategy. The youth commissioners have participated in activities, such as planning engagement activities for the PCC's summer Police and Crime Plan Consultation and the Precept Consultation. Alongside this, the commissioners provided feedback and advice on the materials that would be used to inform the PCC's plans for his Police and Crime Plan.

In January 2022, the PCC Youth Commission began to hold monthly meetings for members to ensure that there was effective communication across the group. They began to plan for key projects such as the creation of an information video aimed at young people on the topic of domestic abuse. Alongside this the youth commissioners began to plan the launch of the new engagement activity for other young people across Norfolk, The Youth Community Forum. The forum is specifically aimed at children and young people across Norfolk with the objective to ensure that more young people can have their say and voices heard on policing and crime across Norfolk.

A fresh recruitment drive was initiated in January 2022, with the intention of boosting membership to obtain a greater representation of young people across the county.

More information on the Norfolk Youth Commission can be found here: <https://www.norfolk-pcc.gov.uk/get-involved/community-engagement/youth-commission/>

Police and Crime Commissioner (PCC) for Norfolk's 2023/24 precept consultation

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is asked to consider an overview of the PCC's 2023/24 precept consultation and agree what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Every year the Police and Crime Commissioner for Norfolk (PCC) is required to set the police budget and determine the amount that local people will pay for policing through their council tax.
- 1.2 The PCC's budget conversation, to explain the realities of cost pressures to local communities and stakeholders, has already begun through engagement events. The timing of the formal element of the consultation, which will seek the views of Norfolk residents on whether the policing element of their council tax should be increased in 2023/24, will be confirmed. The PCC will present his final precept proposal for 2023/24 to this Panel when it meets on 2 February 2023.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider the PCC's approach to public consultation and ask him about the main issues he will be considering before making a final decision on his precept proposal.
- 2.2 The attached report from the Office of the Police and Crime Commissioner (OPCCN) at **Annex 1** describes the PCC's approach to public consultation.
- 2.3 Panel members will be provided with a link to the consultation as soon as it has been launched.

3. Suggested approach

- 3.1 After the PCC has presented his report, the Panel may wish to question him on the following areas:
 - a) The approach to this year's precept consultation and how the PCC will reach communities across Norfolk;
 - b) The format of his consultation, which in previous years has included a

document setting out the financial challenges facing the Constabulary in the context of the current medium- to long-term financial strategy, and the council tax options being considered;

- c) Implications arising from the national and global economic outlook;
 - d) The impact of the autumn Budget Statement from the new Chancellor;
 - e) Progress with delivering savings arising from previous Government austerity programmes, collaboration and local efficiency reviews;
 - f) The forecast budget position at the end of the current Medium Term Financial Plan period, 2025/26;
 - g) Current pressures (increasing costs and increasing demands on the Constabulary);
 - h) How further potential efficiency savings will be balanced against the risks to service delivery;
 - i) The opportunities and challenges this decision presents for delivering the Norfolk Police, Crime and Community Safety Plan 2022-24;
 - j) Any implications for partnership working and the PCC's commissioning strategy.
- 3.2 The PCC will be supported by members of his staff together with the Chief Constable (subject to operational commitments).
- 4. Action**
- 4.1 The Panel is asked to consider an overview of the PCC's 2023/24 precept consultation and agree what recommendations (if any) it wishes to make to the PCC.



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

**Office of the Police & Crime Commissioner:
Budget Consultation 2022/23**

Summary

The PCC is required to consult on his expenditure plans for 2022/23 and his proposal for the police precept.

In 2022/23, the arrangements for this reflect the wider and extraordinary policy and fiscal context in which plans are being developed and the implications for the police precept.

In 2022/23, the engagement will be extensive, with a longer consultation period, allowing for more interaction to take place with a greater number of participants, to raise people's awareness and gain their views.

1. Background

1.1 The Police Reform and Social Responsibility Act 2011 stipulates that PCCs must make arrangements, after consulting the chief officer of police, for obtaining the views of the community on policing, including;

- arrangements for obtaining, before the first precept for a financial year is issued by the police and crime commissioner under section 40 of the Local Government Finance Act 1992, the views of —

(a) the people in that police area, and

(b) the relevant ratepayers' representatives, on the proposals of the police and crime commissioner for expenditure (including capital expenditure) in that financial year.

1.2 The PCC for Norfolk develops their arrangements to obtain views on expenditure for the following financial year on an annual basis to reflect a number of dynamic factors, including...

- OPCC/Norfolk Constabulary performance and financial planning processes.
- National Government's treasury management processes.
- Policy developments.
- Inspection results/reports.
- Ongoing major incidents and events; international, national and local.

- 1.3 In designing the consultation methodology, the PCC adheres to the the four Gunning Principles...
1. Proposals are still at a formative stage.
 2. There is sufficient information to give 'intelligent consideration'.
 3. There is adequate time for consideration and response.
 4. 'Conscientious consideration' must be given to the consultation.
- 1.4 For a number of years, external events and factors have made adherence to these principles challenging, including a General Election in December 2019, the Covid 19 pandemic and the timing of the police financial settlement (due to a number of extraordinary factors). Nevertheless, the PCC has utilised best practice to overcome these barriers and successfully and demonstrably engaged with residents and stakeholder in the county on expenditure proposals and subsequent precept requirements and levels.
- 2. Consultation on expenditure proposals 2022/23**
- 2.1 The methodology for the 2022/23 consultation is significantly less constrained as public health risks of face-to-face engagement have diminished and the Government has provided indicative figures for Years 2 and 3 of the Comprehensive Review period, meaning that financial projections, planning and proposals are available earlier.
- 2.2 However, the multiple and complex factors impacting upon police resources are placing greater constraint on Norfolk Constabulary and the OPCC; effecting expenditure for the foreseeable future and therefore the Police precept set by the PCC. These include...
- New requirements for policing.
 - Pay settlements.
 - Costs for supplies and services.
 - Inflationary pressures.
 - The volume of high risk, high harm crimes, such as domestic abuse and sexual violence, which are multifaceted and require a high skilled, high tech, multi-agency, resource intensive response to successfully process and investigate; whilst providing the highest possible standard of care and support to the victim.
 - The socio-economic impact of the cost of living on crime.
 - Delays in the criminal justice system because of the Covid 19 pandemic.

- 2.3 Therefore, the arrangements for consulting on expenditure plans will cover the 2023/24 financial year, and set these in the context of the medium-term financial plan (the next four years). This includes the PCC's precept proposal to sustain Norfolk Constabulary throughout the period of his Police and Crime Plan.
- 2.4 For 2022/23, the consultation will start earlier, last longer, and employ a range of channels and media to raise the awareness and knowledge of the issues facing Norfolk Constabulary and the OPCC, and the PCC's expenditure plans and precept proposal, which will be a direct response to meeting these challenges. The consultation will adopt best practice from participatory budgeting and be biggest, most interactive and insightful budget consultation conducted by a PCC in Norfolk.

3. Details of arrangements

- 3.1 The consultation will commence on the 5 October and close on the 3 January; lasting more than twelve weeks.
- 3.2 The consultation will take the form of...
- An extensive programme of engagement events, supported by the PCC and Chief Constable, in which people will be able to interact and give their views. These events will cover the whole county and include a diverse range of groups and stakeholders.
 - A communications campaign to raise awareness of the consultation and to signpost people to the events and the OPCC website where more information will be available, and consultees will have the opportunity to respond.
 - The greater use of video, which can be utilised by a range of stakeholders to engage in the consultation.
 - Accessible formats to ensure inclusivity.
 - Collating people's views on wider proposals and the PCC's precept proposal for 2022/3 and future years.

4. A longer conversation

- 4.1 The 2022/23 budget consultation will be the start of a long-term conversation between the PCC, Chief Constable and residents and stakeholders across Norfolk, in which people can understand and learn about the benefits of previous investments in the constabulary and the impact this is having on preventing crime, bringing criminal gangs and perpetrators to justice and support victims to get justice and cope and recover for their experiences.

Information bulletin – questions arising to the PCC

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

This information bulletin summarises for the Panel both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of activity since the last Panel meeting.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 describes the Police and Crime Panel's role as including to "review or scrutinise decisions made, or other action taken, by the PCC". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk (PCC) to account for the full extent of their activities and decisions.
- 1.2 This report covers the end of the previous PCC's term of office and the beginning of the new PCC's term of office.

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 9 September 2022, are listed at **Annex A** of this report.

- b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 9 September 2022, are listed at **Annex B** of this report.

- c) PCC Accountability Meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent PCC Accountability Meeting are set out at **Annex C** of this report.

- d) Norfolk and Suffolk Collaboration Panel meetings

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two

forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered several joint units and departments in areas such as major investigations, protective services, custody, transport 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 D** of this report.

- e) Other (virtual) 'out-of-county' activity since the current PCC took office:

Date	Activity
12 th July 2022	Norfolk & Suffolk Criminal Justice Board
13 th July 2022	Association of Police and Crime Commissioners (APCC) General Meeting
14 th July 2022	APCC General Meeting
20 th July 2022	NPAS National Strategic Board
25 th July 2022	Norfolk & Suffolk Collaboration Meeting
27 th July 2022	National Police Ethics Committee Meeting
1 st August 2022	APCC – CJA super-complaint Focus Group
15 th August 2022	Mental Health in Criminal Justice Network
14 th September 2022	APCC PCC Roundtable - New Consequences for Drug Possession White Paper
20 th September 2022	Norfolk & Suffolk Criminal Justice Board
27 th September 2022	Rural Crime discussion: Invitation to the Norfolk Rural Economic Strategy Steering Group
28 th September 2022	Highways- A11 Senior Stakeholder Collaboration Event

28 th September 2022	Probation Regional Partnership Forum
4 th October 2022	Norfolk & Suffolk Criminal Justice Board Executive Group meeting
12 th October 2022	APCC General Meeting Day 1
13 th October 2022	APCC General Meeting Day 2
17 th October 2022	Royal College of Defence Studies Visit
31 st October 2022	APCC Transparency Portfolio Meeting

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 E** of this report.

g) PCC responses to inspections of Norfolk Constabulary published by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

August 2022: The response to the HMICFRS investigation arising from a police super-complaint regarding police perpetrated domestic abuse can be found [here](#):

h) Emergency services collaboration.

Norfolk County Council's Cabinet approved the PCC's request for membership of Cabinet (in respect of its role in exercising functions of the Fire & Rescue Authority only) when it met on 20 May 2019. View the Cabinet report and minutes [here](#).

- On 29 June 2022 NCC's Cabinet Member for Communities and Partnerships made a decision to approve the response set out in Appendix A for submission as the County Council's [Response to the Government "Reforming our Fire and Rescue Service" consultation](#)
- On 5 September 2022 Cabinet considered HMICFRS's report into Norfolk Fire and Rescue Service 2021-22 and an improvement plan. View the Cabinet report and minutes [here](#).
- On 3 October 2022 Cabinet approved the Norfolk Fire and Rescue Service Statement of Assurance 2021/22 and agreed to proceed to public consultation on the draft Community Risk Management Plan 2023-26. View the Cabinet report and minutes [here](#).

3. Suggested approach

- 3.1 The PCC has been invited to attend the meeting to respond to your questions and will be supported by members of staff.

4. Action

- 4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since taking office. It may also wish to put questions about any matters relating to decisions and activity by the previous PCC.



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

PCC's Decisions

The PCC's policy statement on decision making, updated on August 2020, can be read [here](#).

Decision notices published since the previous meeting are listed below.

Sustain Norfolk Constabulary

Emergency Services Collaboration Acle, Loddon & Sprowston - Use Of Fire Station Sites

Confidential Decision 2022-31

The PCC approves the proposed use of the Acle, Loddon and Sprowston Fire Station sites, subject to the final lease terms being referred back to the PCC for approval. This report is confidential as the paper includes commercial in confidence revenue figures which are subject to future commercial negotiations.

Acle Police Station Submission Of Future Surplus Site Planning Application

Confidential Decision 2022-32

The PCC submits an outline planning application for residential development on the Acle Police Station site. This report is confidential as the paper includes commercial in confidence capital receipt figures.

Sprowston Police Station Submission Of Future Surplus Site Planning Application

Confidential Decision 2022-33

The PCC submits an outline planning application for residential development on the Sprowston Police Station site. This report is confidential as the paper includes commercial in confidence capital receipt figures.

2022-34 Europa Way Store, Norwich – Lease Termination

The PCC approves the termination of the Europa Way, Norwich lease in accordance with the background of this paper. This report is confidential as the paper includes commercial in confidence estate management recommendations relating to a lease with an external private landlord.

Carmelite House, Norwich Temporary Accommodation – Covid-19

Confidential Decision 2022-35

The PCC approves the acquisition of a continued temporary lease for the use of offices at Carmelite House to end of September 2022. This paper is confidential as it contains a commercial lease transaction awaiting formal legal lease completion with the PCC's landlord and remains subject to contract.

Aylsham Police Investigation Centre (PIC) – Mains Electricity Work

Confidential Decision 2022-36

The PCC notes the UK Power Networks proposed installation and delegates authority to the ACO to settle the Land Compensation due and related legal wayleave document for the installation. This paper is confidential Due to ongoing commercial negotiations with UK Power Networks on the amount of land compensation to be paid to the PCC.

Planned Maintenance Update & 2022 Works

Confidential Decision 2022-37

The PCC notes the current planned maintenance liability and approves the estate works for 2022 /2023. This report is confidential as the paper includes commercial in confidence budgets which will be allocated for commercial contractor quotes and tenders.

Section 22A Collaboration Agreement for Joint Royalty and VIP

Decision 2022-40

The Chief Executive of the Office of the Police and Crime Commissioner authorised to execute the collaboration agreement on behalf of the Police and Crime Commissioner, to enable the Joint Royalty and VIP Protection Services Command function to progress.

Award of Lot 4 - 7F Multi-Disciplinary Construction Consultancy

Decision 2022-41

The Police and Crime Commissioner granted approval to enter into the contract with Ingleton Wood LLP for Multi-Disciplinary Construction Consultancy Services.

Award of Lot 4 - 7 Force Multi-Disciplinary Construction Consultancy Contract

Decision 2022-42

The Police and Crime Commissioner granted approval to enter into the contract with Ingleton Wood LLP for Multi-Disciplinary Construction Consultancy Services.

Next Generation Procurement (NGP) for Physical Forensic Services

Confidential Decision 2022-43

The PCC granted approval to enter into the contract with the providers. Elements of this report have official-sensitive (commercial) protective markings.

Building Fabric Contract

Confidential Decision 2022-46

The PCC granted approval to enter into the contract with the providers. This paper is confidential as it includes commercial in confidence budget information for different types of building works

Norwich City Police Station- Bethel Street Temporary Accommodation

Confidential Decision 2022-47

The PCC approves the submission of a planning application to Norwich City Council for temporary accommodation relating to the re-development of Norwich City Police Station. This paper is confidential as it relates to works which have not been subject to open market tender yet.

Sale of Police House- Thorpe

Confidential Decision 2022-48

The PCC approved the sale of a Police House in Thorpe. This paper is confidential as it includes commercial in confidence valuation advice and personal name and home address details of a serving Police Officer.

Gayton Police Mast Use by North Norfolk Digital Limited.

Confidential Decision 2022-49

The PCC approved the letting of aerial rights to North Norfolk Digital Ltd. This paper is confidential as it includes commercial in confidence rental figures which are still subject to contract and awaiting legal completion.

Visible and Trusted Policing

[Three Yearly Review of Custody Visitor Appointments](#)

Decision 2022-44

The PCC reviewed the contents of this report and endorsed the proposal to renew the appointments of all Independent Custody Visitors in Norfolk as of 1st September 2022 for a further three-year term.

Prevent Offending

[The Change Project](#)

Decision 2022-39

The PCC for Norfolk supports the allocation of funding to The Change Project to deliver positive behaviour change interventions on a 1-2-1 basis in Norfolk for those who are identified by the Domestic Abuse Perpetrator Partnership Approach (DAPPA) team analysis. This project will run for a 12-month period.

Support Victims

[Sue Lambert Trust - Services for Victims of Sexual Abuse and Historical Sexual Abuse](#)

Decision 2022-45

The Police and Crime Commissioner awarded Grant Funding of up to £360,000 over two financial years as per Grant Agreement to the Sue Lambert Trust to deliver support services to victims of Sexual Abuse/Historic Cases of Child Sexual Abuse to victims aged 11 years and over.

Other

[Scheme of Governance and Consent - Amendment](#)

Decision 2022-54

The PCC agreed to amend the Scheme of Governance and Consent to take account of revisions made to Financial Regulations and the PCCs governance framework.

(Decision 2022-07 not yet published)

Summary of the PCC's activity

[PCC updates Police and Crime Panel on policing in Norfolk](#)

An update on victim support services and a look ahead to the future of the role of the Police and Crime Commissioner were on the agenda when PCC Giles Orpen-Smellie met with the county's Police and Crime Panel.

7 July 2022

[PCC at the Royal Norfolk Show](#)

The Royal Norfolk Show (29-30 June) proved to be a great place for Norfolk's Police and Crime Commissioner, Giles Orpen-Smellie to meet people and organisations from across the county to find out what local issues matter to them here in Norfolk.

7 July 2022

[Sexual assault victims and survivors to continue to receive vital support in Norfolk](#)

Victims of sexual abuse are continuing to be given vital help by a Breckland-based charity thanks to support from the Office of the Police and Crime Commissioner for Norfolk (OPCCN).

8 July 2022

[Accounts set for inspection 2021-22](#)

The 2021/22 Norfolk PCC and Norfolk Constabulary accounts are now open for inspection and members of the public have certain rights in this process.

13 July 2022

[Project to highlight dangers of criminal exploitation of young people in Norfolk receives praise](#)

Thousands of young people across the county have benefitted from a specialist project aimed at highlighting the dangers of criminal exploitation and gangs - thanks to funding and support from the Office of the Police and Crime Commissioner for Norfolk (OPCCN).

14 July 2022

[PCC invites residents to pose policing and crime questions to Norfolk's Chief Constable](#)

Norfolk's Police and Crime Commissioner (PCC) Giles Orpen-Smellie is for the first time holding an in-public meeting where questions submitted by Norfolk's residents will be put to the county's Chief Constable.

15 July 2022

[Norfolk's PCC responds to the latest release of crime statistics data](#)

Norfolk's PCC has responded to the latest release of crime statistics data for all forces in England and Wales from the Office of National Statistics (ONS).

22 July 2022

[Volunteers praised for helping to ensure welfare of police detainees in Norfolk](#)

A group of volunteers whose job it is to ensure the welfare of people being held in police custody have been praised for their commitment to the role and determination to help those at their most vulnerable, even during the pandemic.

28 July 2022

[Partners join together to send message to victims of domestic abuse over the summer](#)

We know that just because we are going into the summer months it does not mean everything is sunshine behind closed doors – partner organisations across Norfolk are launching a campaign to let victims of domestic abuse know there is help and support available.

28 July 2022

[PCC's August Accountability meeting postponed](#)

The Public Accountability Meeting (PAM) due to be held by Norfolk's Police and Crime Commissioner on Wednesday August 3 has regrettably been postponed.

1 August 2022

[New date for Accountability meeting confirmed](#)

A new date for the PCC's August Public Accountability Meeting (PAM) has been confirmed, following an earlier postponement.

5 August 2022

[PCC holds accountability meeting](#)

The Police and Crime Commissioner's regular accountability meeting took place on August 16 at Breckland Council in Dereham, enabling local residents to raise questions for Norfolk Constabulary's Chief Constable. This was the first meeting held in public since the start of the pandemic.

19 August 2022

[Time to Talk to your Police and Crime Commissioner](#)

Residents across the county are being invited to meet with Police and Crime Commissioner Giles Orpen-Smellie to discuss any issues they may have about crime and policing in Norfolk.

22 August 2022

[Norfolk's PCC receives extra funding to support victims and survivors of sexual violence and domestic abuse](#)

5 September 2022

More funding to help victims and survivors of domestic abuse and sexual violence has been secured by the Office of the Police and Crime Commissioner for Norfolk. The extra funding of £557,000 awarded by the Ministry of Justice is part of the Government's strategy to provide longer term support for frontline service providers over the next three years.

[Norfolk PCC's tribute to Her Majesty the Queen](#)

8 September 2022

Giles Orpen-Smellie, Police and Crime Commissioner for Norfolk, has paid tribute to Her Majesty The Queen.

[Tackling Rural Crime Event](#)

29 September 2022

Residents of Norfolk are being invited to attend an event to find out how Norfolk Constabulary are dealing with rural crime.

[PCC invites residents to pose policing and crime questions to Norfolk's Chief Constable](#)

3 October 2022

Norfolk's Police and Crime Commissioner (PCC) Giles Orpen-Smellie is holding an in-public meeting where questions submitted by Norfolk's residents will be put to the county's Chief Constable.

[HMICFRS 2021/22 report published](#)

14 October 2022

The latest Police Effectiveness Efficient and Legitimacy (PEEL) inspection report from His Majesty's Inspectorate of Constabulary, Fire and Rescue Service (HMICFRS) for Norfolk Constabulary has been published today (14 October).

[PCC and Chief Constable to host live Norwich Q&A session](#)

14 October 2022

Residents in Norfolk are being invited along to a live question and answer session with the county's Police and Crime Commissioner (PCC) and Chief Constable next week.

[PCC tours county to speak to residents about policing in Norfolk](#)

28 October 2022

Keen to know more about policing in Norfolk? If so, why not pop along to speak directly to your Police and Crime Commissioner Giles Orpen-Smellie.

[PCC puts your questions to the Chief Constable](#)

28 October 2022

PCC Giles Orpen-Smellie held Norfolk's Chief Constable Paul Sanford to account for the policing of Norfolk at his latest PCC Accountability Meeting.

[Norfolk's PCC responds to latest national crime statistics](#)

28 October 2022

Norfolk's Police and Crime Commissioner (PCC) has responded to the latest release of crime statistics data for all forces in England and Wales from the Office of National Statistics (ONS).

[PCC awards winner of art competition at new Broadland Police Station](#)

2 November 2022

To celebrate the opening of the new police station at Broadland Gate, Police and Crime Commissioner, Giles Orpen-Smellie, was invited to take part in a special community event last week.

Annex C

List of items discussed at the most recent PCC Accountability Meetings

Date: 16 August 2022	
Subject	Summary
Public agenda	
Police Accountability Meeting (PAM) Public Questions	Verbal update
Police, Crime & Community Safety Plan 2022-24: 'Sustain Norfolk Constabulary'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-7 of Pillar 1 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Visible and Trusted Policing'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 & 6 of Pillar 2 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 of Pillar 3 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Prevent Offending'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 4 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Supporting Victims'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1,2,5 & 6 of Pillar 5 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Safer and Stronger Communities'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 6 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Emerging Operational/Organisational	Verbal update.

Risks	
Private agenda	
None	

Date: 25 October 2022	
Subject	Summary
Public agenda	
Police Accountability Meeting (PAM) Public Questions	Verbal update
HMICFRS PEEL 2021/22 – An inspection of Norfolk Constabulary	To consider the inspection report.
Police, Crime & Community Safety Plan 2022-24: 'Sustain Norfolk Constabulary'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-7 of Pillar 1 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Visible and Trusted Policing'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 & 6 of Pillar 2 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Tackling Crime'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-4 of Pillar 3 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Prevent Offending'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1-5 of Pillar 4 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community Safety Plan 2022-24: 'Supporting Victims'	<p>The report sets out a short summary update of key Constabulary activity contributing to elements 1,2,5 & 6 of Pillar 5 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Police, Crime & Community	The report sets out a short summary update of key

Safety Plan 2022-24: 'Safer and Stronger Communities'	<p>Constabulary activity contributing to elements 1-5 of Pillar 6 of the Police and Crime Plan.</p> <p>Recommendation The PCC is asked to note the report.</p>
Emerging Operational/Organisational Risks	Verbal update.
Private agenda	
None	

The public reports can be viewed on the OPCCN's website at the following address
[PCC Accountability Meeting | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk/PCC-Accountability-Meeting)

There was a public questions and answers segment at this meeting. A written copy of the public questions and responses will be published in due course along with the minutes of the meeting.

The next PCC Accountability Meeting is scheduled to take place on 31 January 2023. There will be a public questions and answers segment at this meeting.

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

A Norfolk and Suffolk Collaboration meeting took place in private on the 25th July 2022.

Public information on the Collaboration Panel can be viewed on the OPCCN's website at the following address <https://www.norfolk-pcc.gov.uk/key-information/accountability/norfolk-and-suffolk-collaboration-panel/>

List of items discussed at the most recent Audit Committee meetings

Date: 5 July 2022	
Subject	Summary
Public agenda	
Review and update the action log	
Internal Audit 2021/22 Final Progress Report and Follow up Report (including any outstanding) and 2021/22 Annual Report	Report from Head of Internal Audit
Accounting Policies	<p>Update from Chief Finance Officer and Assistant Chief Officer</p> <p>The PCC and CC are required to prepare an annual Statement of Accounts in accordance with the Accounts and Audit Regulations 2015. These Regulation require the statements to be prepared in accordance with proper accounting practices. Those practices are set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom based on International Financial Reporting Standards ("the Code"). In accordance with the Code a set of accounting policies is required on which to prepare the accounts and these policies must be published within the Statement of Accounts.</p>
Governance Statement	<p>Update from Chief Finance Officer and Assistant Chief Officer</p> <p>The report describes the work of the Corporate Governance Working Group and presents the draft Annual Governance Statement for review, comment and / or endorsement.</p>
Forward Work Plan	Report from Chief Finance Officer
Private agenda	
Fraud update	Report from Chief Finance Officer (not published)
Strategic Risk Register Update	Report from Chief Executive and Chief Constable (not published)
Any other business – Advisory Audit Report	

Date: 11 October 2022	
Subject	Summary
Public agenda	
Review and update the action log	
Internal Audit 2022/23 Summary of Internal Control	Report from Head of Internal Audit
External Audit Plan	Report from Ernst & Young LLP
Report on Audit Committee Effectiveness (Skills)	Report from Chief Finance Officer
Forward Work Plan	Report from Chief Finance Officer
Private agenda	
Fraud update	Report from Chief Finance Officer (not published)
Strategic Risk Register Update	Verbal update from Chief Executive and Chief Constable
Any other business	

The public reports can be viewed on the Commissioner's website at the following address [Audit Committee | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://norfolk-pcc.gov.uk)

The next Audit Committee meeting is scheduled to take place on 24 January 2023.

Forward Work Programme

Date	Item	Attendees
January 2023 (To be confirmed)	Panel Member briefing – review of PCC’s precept proposal	
11am, 2 February 2023 County Hall	Review the PCC’s proposed precept for 2023-24 (the Panel must review and report by 8 February 2023) Police, Crime and Community Safety Plan 2022-24 performance monitoring PCC Complaints Monitoring Report Complaints Policy 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
11am, 20 February 2023 County Hall	Reserve date – to review a revised precept for 2023-24, if vetoed (the Panel must review and report by 22 February 2023)	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
11am, 27 April 2023 County Hall	Police, Crime and Community Safety Plan 2022-24 performance monitoring Information bulletin – questions arising to the PCC Complaints Policy Sub-Panel – update Norfolk Police and Crime Panel Annual Report 2021-22	Commissioner, supported by members of the Commissioner’s staff and Chief Constable

	Forward Work Programme	
June 2023, County Hall (To be confirmed)	Election of Chair and Vice-Chair Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police, Crime and Community Safety Plan 2022-24 performance monitoring Information bulletin – questions arising to the PCC PCC Complaints Monitoring Report Norfolk Police and Crime Panel funding Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
September 2023, County Hall (To be confirmed)	PCC's 2022-23 Annual Report Independent Custody Visitor Scheme Annual Report 2022-23 Police, Crime and Community Safety Plan 2022-24 performance monitoring Complaints Policy 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
December 2023 County Hall (To be confirmed)	Police, Crime and Community Safety Plan 2022-24 performance monitoring Complaints Policy Sub Panel - update	Commissioner, supported by members of the Commissioner's staff and Chief Constable

	Information bulletin – questions arising to the PCC National Police and Crime Panel Conference 2023 Forward Work Programme	
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The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2020-21: Cllr Sarah Bütikofer, Cllr James Easter, Mr Peter Hill, Air Commodore Kevin Pellatt (Chair), Cllr Mike Smith-Clare

Date of last meeting: 6 July 2022

Next meeting: 7 November 2022

PCP training and network events

- Eastern Region PCP Network: 15 September 2022 10am-1pm (virtual) and 2 March 2023 10am-1pm (in person, venue to be confirmed).
- LGA Police and Crime Panels Webinar: 27 September 2022 10.30am – 1pm (virtual)
- 11th Annual PCP Conference: 10 and 11 November 2022, Scarman House, Warwick Conference Centre.

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel meetings are due to take place on the following dates (details will be made available via NCC's website):

- 8 December 2022

Police Accountability Meetings are due to take place on the following dates and will include a public question and answer segment (details will be made available via OPCCN's website):

- 31 January 2023

Norfolk and Suffolk Collaboration Panel meetings are due to be 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.