

Norfolk Police and Crime Panel



Date: **Thursday 27 April 2023**
Time: **11am**
Venue: **Council Chamber, County Hall, Norwich**

Panel Members are invited to a pre meeting at 10am on 27 April 2023 in the Edwards Room, County Hall, Norwich.

Advice for members of the public:

This meeting will be held in public and in person.

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

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

We have amended the previous guidance relating to respiratory infections to reflect current practice but we still ask everyone attending to maintain good hand and respiratory hygiene and, at times of high prevalence and in busy areas, please consider wearing a face covering.

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

Membership

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 meeting held on 2 February 2023.

(Page **5**)

3. Declarations of Interest

Norfolk County Council and Independent Co-opted Members

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

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

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

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

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

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

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

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

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

5. Public questions

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by **5pm on Wednesday 19 April 2023.**

6. Police, Crime and Community Safety Plan 2022-24 performance monitoring (Page **19**)

To consider a quarterly update from the PCC, which sets out progress being made on delivering the Plan.

7. Information bulletin – questions arising to the PCC (Page **54**)

To consider the full extent of PCC activities and decisions since the last Panel meeting.

8. PCC Complaints Monitoring Report (Page **65**)

To consider the regular monitoring information about complaints relating to the conduct of the PCC.

9. Complaints Policy Sub Panel - Update (Page **67**)

To consider an update from the Chair of the Sub Panel.

10. Norfolk Police and Crime Panel Annual Report 2022-23 (Page **71**)

To approve publication of the Panel's annual report.

11. Work Programme (Page **78**)

To review the proposed work programme.

Tom McCabe
Head of Paid Service
Norfolk County Council
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NR1 2DH

Date Agenda Published: 19 April 2023



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Norfolk Police and Crime Panel

Minutes of the Meeting held on 2 February 2023 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 Graham Carpenter	Norfolk County Council
Cllr Jonathan Emsell	Broadland District Council
Cllr Sarah Butikofer	North Norfolk District Council
Cllr James Easter	South Norfolk Council

Officers Present:

Harvey Bullen	Director of Financial Management, Norfolk County Council (NCC)
Giles Orpen-Smellie	Police and Crime Commissioner for Norfolk (PCC)
Peter Jasper	Assistant Chief Officer, Corporate Shared Services, Norfolk Constabulary
Sharon Lister	Director of Performance and Scrutiny, OPCCN
Nicola Ledain	Committee Officer, NCC
Jill Penn	Chief Finance Officer, OPCCN
Jo Martin	Scrutiny Support Manager, NCC
Paul Sanford	Chief Constable, Norfolk Constabulary
Mark Stokes	Chief Executive, OPCCN

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

- 1.1 Apologies were received from Cllr Mike Smith-Clare and his substitute Cllr Jade Martin, Cllr Cate Oliver and her substitute Cllr Paul Kendrick, Peter Hill, Cllr Gordon Bambridge and Cllr Tim Adams.

2. Minutes

- 2.1 The minutes of the meeting held on 14 November 2022 were agreed as an accurate record and signed by the Chair.

3. Members to Declare any Interests

- 3.1 There were no interests declared.

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

4.1 No urgent business was discussed.

5. Public Questions

5.1 No public questions were received.

6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2023-24

6.1 The Panel received the report which set out the PCC's 2023/24 precept proposal and outlined its budgetary and financial impact. It also set out the Revenue Budget and Capital Programme for 2022/23, the Medium-Term Financial Plan 2023/24 to 2026/27, and the funding and financial strategies that must be published by the PCC. The Panel also received the precept consultation results for 2023/24.

6.2 The Chair thanked the PCC for providing the information outlined in the agenda and invited the PCC to introduce the report. The PCC introduced the report (Appendix A of these minutes) and confirmed that he proposed to increase the precept by 5.19% per annum at Band D (£14.94). He then asked the Chief Constable to report to the Panel.

6.2.1 The Chief Constable gave further information to introduce the precept funding report (Appendix B).

6.3 During the discussion, the following points were raised;

6.3.1 The Panel asked if there were any further savings that could be made through more collaboration with either Suffolk or any other regional partners. The PCC explained that an extreme measure would be to merge the two police forces, but neither wished to have a joint police force. Every proposal was approached with an open mind, but it had to be looked at from the perspective of what was best for Norfolk and a sensible decision for Norfolk's context. There may be some things that could be found but it would require partners' agreement. It would be quite difficult to table for the next financial year but going forwards the PCC confirmed he always had an open mind.

6.3.2 There were some penalties mentioned within this budget and the Panel queried what the PCC had meant by this phrase and what those penalties were. The PCC explained that in discussion, he and the Chief Constable refer to the 'thin blue line being stretched further', for example reducing five officers to four, and as the Chief Constable had suggested the service would become slower and less efficient. If the budget was balanced, then no part of the service would be stopped, but if there were to be a precept freeze then there would be various functions that would need to be reduced to balance a budget and essentially find that money. The PCC added that the 'blue line' was being stretched thinner and eventually it would take its toll, for example, sickness absence was currently down on previous years, but

he felt that it couldn't go on forever. The Chief Constable confirmed that the penalties would be the slower answering of calls, the management of sex offenders in the community and other operational challenges. He added that they were currently at the point of making decisions which they did not want to do.

In response to the PCC's answer, the Panel pointed out that if the Government had not increased the amount by which the precept could be raised, Norfolk would be facing cuts to Police services. The PCC replied that it would have been highly likely, as the difference between the £10 precept and the recently allowed £15 precept rise was significant. The Government turbulence of the last year had meant that the outcome of the Comprehensive Spending Review (CSR) was delayed. The PCC reported that the Spring Statement would be on 15th March 2023, and it had been suggested that defence, which could include policing, could get a significant uplift to take account of inflation due to the Russian invasion of Ukraine. However, 2023/2024 could be entered based on the current CSR assumptions. The PCC reported that Sir Stephen House Review on police productivity and what policing was doing on behalf of other departments. The PCC explained that 20% of calls that came into the Norfolk control room were regarding mental health, and it was felt that the Constabulary were not the correct people to deal with that situation. The proposed precept increase would give the time to see the outcome of the examination of the Humberside trial, the Sir Stephen House review, and some practical solutions. The Panel expressed concern that although the PCC was doing the best he could with what he had, the public were once again picking up the pieces.

- 6.3.3 The Panel noted from the results of the consultation, that the most responses had been around visible policing, "too many police stations were closing", wanting "dedicated local bobby", therefore the Panel asked what the PCC was going to do to address this. The PCC acknowledged that this was a point that he heard frequently whilst being out in the county. He reported that in 2010, there were 1800 Officers, and currently there were 1800 Officers but no PCSOs. However, Officers were more deployable. Once the number of Officers had been broken down into shift patterns and how many Officers would be available whilst dealing with caseloads and immediate priorities, it was easier to see how difficult it would be to be visible in 540 parishes. The PCC added that when the public state that they want to see visible policing, they needed to define what they meant. Norfolk was one of the safety counties in England Wales, which was great testament to the Constabulary, but because the public didn't see them, they didn't know this. There were also focus areas around the county such as rural crime, safer communities, countylines. There were several initiatives being worked on to increase visible policing, but it would never get back to the old style of policing. Public confidence in policing was often driven by media headlines. The Chief Constable added that on page 121 of the report, data had been provided regarding visible policing. He explained that for the first time, Officers were being held accountable for the time spent out of their police stations and this data was being captured. This was the first year of that data but for future years there would be year on year comparisons. There had also been updates to software which allowed Police Officers to fill in forms on their phone whilst out and about which would have been otherwise carried out in the police station. The Chief Constable acknowledged that he would love to be able to provide more visible policing, but also needed to put the resources on those crimes which needed solving. Visibility was targeted, based on information from the public at Safer Neighbourhood Action Panel meetings as well as other intelligence.

- 6.3.4 The PCC explained that there would be more discussion around the matter of mental health and policing not being the appropriate partner to deal with mental health cases, based on the outcomes of the Sir Stephen House and Humberside reviews. One of the many issues arising is that most of the partners are not available out of office hours. The Constabulary was becoming relied on by others and that burden needed to be handed back but in a measured and appropriate way so that those individuals were not ignored. The Chief Constable confirmed that there was dialogue with those mental health partners and there had been for a while. The mental health crisis in the county was costing the Constabulary tens of thousands of pounds per year, and the impact on the service was significant. The core service of the Constabulary was crime and there could be instances in the future when they would have to say no. It would be a while before the mental health issues were taken completely away from the Constabulary.
- 6.3.5 In response to a question regarding grants and funding for the Constabulary, the PCC explained that the core policing budget came from Home Office grant and the other half of the core budget came from the Norfolk residents in the form of the precept. The role of the OPCCN was to apply for grants for programmes relating to particular issues. The basic budget for the OPCCN was approximately £1 million which could then increase with grants to £2-£3 million. Grants were normally issued for one year for hundreds of thousands rather than millions. The Panel queried if the money used for programmes was well used and monitored. The PCC explained that the money from the Ministry of Justice (MoJ) was not given to organisations to do with as they wish. The OPCCN would look at the need and formally commission organisations against a contract to deliver the solution to the need. Those organisations reported against that contract, some of which were time- limited and in some instances the OPCCN could stop the funding or reduce it on a sliding scale. Having looked at the priorities in the police and crime plan and the policing priorities in Norfolk, the PCC confirmed that he was adjusting how he was committing to commissioning services.
- 6.3.6 The Panel commented on the number of responses to the consultation, and it was suggested that if 48% of respondents had not supported an increase and 6% of respondents had said they neither agreed nor disagreed with the proposal, a total of 54%, that outweighed the 51% in overall support. The PCC reported that he would have liked to have consulted for longer, possibly two to three months, with various engagement events running parallel to an online survey but the political turbulence meant that the funding announcements were delayed. There had been 888 completed responses with approximately 200 incomplete responses, as they did not answer the personal questions such as ethnicity, and a significant proportion of those had also indicated support for the increase. The PCC acknowledged that he would have liked to have received more responses.
- 6.3.7 Having raised the precept to the maximum in 2022/23, the Panel asked the PCC if he was satisfied that the commitments set out in the 2022/23 consultation had been delivered. The PCC confirmed that he was happy these had been delivered. With additional tasks having been given to the Constabulary and the additional financial pressures, the conversation between him and the Chief Constable would be about sustaining those commitments.
- 6.3.8 The Panel referred to page 34 of the agenda and the unavoidable cost pressure of police pay which could be higher than previously planned. The Panel asked how

that was considered. The PCC acknowledged that this was one of the major worries. The previous pay rise had been a fixed amount of £1900 which included a contribution from the Home Office but was predominantly picked up by the Constabulary. The Chief Constable reported that the 3% increase in the budget was based on affordability. If there was going to be a greater pay increase than that, it would have to be funded by the Home Office as the Constabulary could not afford it.

- 6.3.9 The PCC confirmed that he was content with the level of reserves and what was being held. The level was continuously being monitored and all the information was contained within the medium-term financial plan.
- 6.3.10 The Panel suggested that if a County Deal were put in place, it could jeopardise the future of the OPCCN with the funding being moved into policing. The PCC explained that for a County Mayor to have PCC responsibilities there had to be a Combined County Authority. With the Elected Leader model proposal set out currently by NCC, the OPCCN would continue. However, there were discussions being held about how the County Deal could be used to support the OPCCN, and how it could be streamlined and work closer with NCC. Those discussions had been well received and the detail of how that would be delivered was being worked through. The PCC reported that Norfolk was the only county in England to have a single Community Safety Partnership which incorporated all seven districts and in future his role could include bringing together several parties such as policing, the community safety partnership and criminal justice.
- 6.3.11 The Panel acknowledged that the case for the maximum precept was well put and asked if there was anything that the PCC would ask the Chief Constable for if the precept rise was agreed. The PCC recognised that the rise was about sustaining what was currently being done within the Constabulary. There was always Government pressure to put funding in particular areas.
- 6.4 The Chair thanked the Panel for their questions and invited comments on the precept proposal.
- 6.4.1 The Panel accepted that visible policing would never be as it was, but the case for the precept rise had been well argued, and there was a need for a good Constabulary for the county. It was noted however, that with only 7 votes in the room, if the Panel was minded to veto the PCC's proposal, it would be unable to do so. The Chair explained that to veto the proposal, it required 8 votes out of the 12 members of the Panel to be present. It was disappointing for the residents of Norfolk that this option was not available if the Panel felt this appropriate.
- 6.5 The Panel:
- **NOTED** the Revenue Budget and Capital Programme for 2022/23, the Medium-Term Financial Plan 2023/24 to 2026/27 and the funding and financial strategies;
 - **VOTED** (by 7 votes for, 0 against and 0 abstention) to endorse the Police and Crime Commissioner's proposed precept increase of 5.19% per annum at Band D (£14.94) for 2023/24;
 - **AGREED** that the Chair should write to the Commissioner to formally report the outcome of the Panel's consideration of the precept proposal.

7. Police Crime and Community Safety Plan 2022-24 Performance Monitoring

- 7.1 The Panel received the report which provided the second 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.
- 7.2 The Chair thanked the PCC for the information provided and asked the PCC to introduce the report.
- 7.3.1 In introducing the report, the PCC highlighted that the new performance monitoring formed part of new streamlined and quarterly process which fitted the financial year and the cycle through the Strategic Board and the PCC Accountability Meetings and then onto the Panel. It was still the PCC's intention to merge the Estates Governance Board with the Strategic Governance Board, and estates would be an agenda item on that meeting. He was also intending to dovetail the collaboration meeting with Suffolk into this cycle given that a third of the budget is spent within Suffolk, he felt that was important.
- 7.3.2 The report updated the Panel since the last meeting. The PCC highlighted that the report covered all six pillars of the Police and Crime Plan, and it gave an opportunity to scrutinise the full extent of progress which was needed given the tempo of events. He also noted that the report offered a useful standing reference document and handbook to support routine business as well as remove the formal scrutiny process.
- 7.4 During the discussion, the following points were raised:
- 7.4.1 With reference to the 'Trusted Policing' pillar of the plan, the Panel noted that there had been a lot in the press recently regarding the conduct of Police Officers. Although this had been predominantly in London, it was recognised that it would affect the rest of the country. The Panel asked the PCC what he was doing to engage the public and lift public confidence. The PCC explained that he scrutinised the Chief Constable about what he is doing, but he general felt that the residents of Norfolk wanted to see Police Officers, and whilst there had been headline stories in the press, Norfolk residents felt that the majority of Police Officers were still trustworthy. The Chief Constable needed to change the culture within the Constabulary, but there was growing confidence within the Constabulary, that any concerns would be acted upon. The Chief Constable would always brief the PCC about any more serious concerns so that he was aware of the scale of issues. The Chief Constable referred to page 119 of the report and added that comparing to a covid year, or where restrictions existed, the data often posed more questions than answers. The Chief Constable had confirmed to all staff that the issues were not just regional, they were about standards and conduct of all Police Officers and he was in the process of meeting all Inspectors and Sergeants explaining fully about the standards and what was expected by him and the public. The Chief Constable explained that he had increased the resources in his local standards department and, because of the David Carrick case, had increased numbers in the vetting department. This was predominantly in anticipation that vetting would increase and need a further and deeper look into the history of people that joined the Constabulary. He noted that this would be a challenge particularly with regards to social media, but they needed to act swiftly when staff and officers crossed the line. However, the Chief Constable had concerns at how long this process could sometimes take, especially if it was taken

out of his hands and an independent panel were involved. The Chief Constable explained that the increase in reporting could inevitably mean that there would be an increase in conduct investigations before the data improved. The public was urged to judge the Constabulary on the actions taken when these cases were uncovered.

- 7.4.2 The Panel expressed concern about how policing complaints were dealt with and asked the PCC if there were circumstances where a complaint was dealt with at a lower level when it needed to be investigated. The PCC reminded the Panel that if a member of the public wanted to make a complaint, then the correct approach was to the Standards Department of Constabulary and the details were on the website. The PCC reported that he routinely heard about complaints but could not get involved due to the separation of powers. He would forward complaints to the Constabulary for their view and advise the complainant accordingly. If he felt there was an issue, advice would be offered about where they could complain, either a formal complaint to the OPCCN or the Independent Office of Police Conduct (IOPC). The PCC added that he would very rarely be involved with complaints, and only had been so a couple of times.
- 7.4.3 The Panel asked if the PCC had achieved the target for recruitment under the Uplift programme. The PCC confirmed that the target for Norfolk was 224 and on 31st March 2023 that target would have been achieved. He added that in addition to that target, they have had to recruit under the normal turnover and will have recruited an additional 300-350 Officers in that time, The Chief Constable confirmed that the target had been met. He added that the Uplift programme was funded through a ringfenced grant so the Constabulary would have to maintain those numbers of recruited Officers to receive the funding. This would be checked bi-annually in March and September. This did mean that it gave the Chief Constable less flexibility over whether to recruit a member of police staff or an Officer and sometimes that flexibility was unhelpful.
- 7.5 Having considered the PCC's summary of progress towards delivering the six strategic priorities, the Panel **NOTED** the report.

8. Information Bulletin – questions arising to the PCC

- 8.1 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.
- 8.2 The Chair asked if there was anything arising from the Public Accountability Meetings that took place on Tuesday 31st January 2023 that the PCC wanted to highlight. The Chief Constable reported that he had provided the PCC with progress against each of the six pillars in the Police and Crime Plan, had discussed the national David Carrick case and he assured the Panel that the PCC had very much held him to account. The recording of the meeting would be on the website that day.
- 8.3 The Chair asked the PCC if there was anything from the recent Audit Committee meeting that he wished to highlight. The PCC reported that he hadn't attended the meeting, but the Chief Finance Officer added that the meeting discussed the internal audit reports, all of which were positive, and details were on the website.

8.4 The Panel **NOTED** the report.

9. Work Programme

9.1 The Panel received the work programme for the period February 2023 to April 2024.

9.2 The Panel **AGREED** the work programme and the Chair highlighted that the next meeting would take place on 27 April 2023.

Meeting 12.40pm ended

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

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POLICE PRECEPT - FY 22-23

In presenting my case to the Panel this morning, I'll give a view and then, if I may, I'll ask the Chief Constable to offer his operational perspective.

* * *

KEY MESSAGE UP FRONT IS THAT I'M RECOMMENDING A 5.19% INCREASE OF THE POLICE PRECEPT FOR THE COMING FINANCIAL YEAR.

THIS TRANSLATES TO A £14.94 INCREASE, OR 29 PENCE PER WEEK, ON A BAND 'D' PROPERTY; AND TO AN £11.62 INCREASE, OR 22 PENCE PER WEEK, ON A BAND 'B' PROPERTY.

MY CONSULTATION RAN FROM THE 3RD TO THE 16TH OF JANUARY AND WAS BASED ON THE SINGLE QUESTION OF WHETHER NORFOLK WOULD ACCEPT A 5.19% INCREASE.

THERE WERE 888 RESPONSES TO THE ONLINE SURVEY.

I ALSO CARRIED OUT A LARGE NUMBER OF PUBLIC ENGAGEMENTS AT WHICH I WAS ABLE TO EXPLAIN MY VIEW AND ANSWER QUESTIONS.

AS A RESULT - THE PUBLIC'S RESPONSE TO THE ONLINE SURVEY WAS THAT 51% AGREED WITH MY RECOMMENDATION – 6% NEITHER AGREED NOR DISAGREED - AND 43% DISAGREED.

* * *

AS I'VE SAID BEFORE - IF YOU DISTIL MY RESPONSIBILITIES AS COMMISSIONER DOWN TO A SINGLE LINE, IT'S THAT LINE IN THE *POLICE REFORM AND SOCIAL RESPONSIBILITY ACT OF 2011* THAT REQUIRES ME TO ENSURE THAT NORFOLK CONSTABULARY IS EFFECTIVE AND EFFICIENT.

CLEARLY, RESOURCES - MONEY - ENABLE EFFECTIVENESS - WHILE EFFICIENCY ALLOWS FINITE RESOURCES TO BE STRETCHED - TO MAXIMISE THE EFFECTIVENESS THAT CAN BE GOT FROM FINITE RESOURCES.

AND ON THAT POINT - I WOULD LIKE TO REMIND THE PANEL THAT - IN OCTOBER - HIS MAJESTY'S INSPECTORS OF CONSTABULARIES FIRE AND RESCUE SERVICES GRADED NORFOLK CONSTABULARY AS '**OUTSTANDING**' FOR ITS EFFICIENT AND EFFECTIVE USE OF REOURCES.

HOWEVER - AND BY WAY OF CONTEXT - THE TEN YEARS OF AUSTERITY REQUIRED SAVINGS OF £42M TO BE FOUND FROM NORFOLK'S BUDGET. IN ADDITION, THE BUDGET ALSO HAD TO ABSORB £174M IN AGGREGATED INFLATION OVER THE SAME PERIOD.

IN SHORT, AUSTERITY LEFT NORFOLK CONSTABULARY AS A LEAN - AND ARGUABLY – GIVEN THE DEMANDS PLACED ON IT BY THE PUBLIC - UNDER RESOURCED - ORGANISATION.

* * *

NORFOLK'S BUDGET FOR THE CURRENT FINANCIAL YEAR - 2022-23 - IS £197M - 55% [£108M] PROVIDED BY THE TREASURY VIA A HOME OFFICE GRANT, AND 45% [£88M] BY THE HOUSEHOLDS OF NORFOLK THROUGH THE PRECEPT.

ONE OF THE THEMES IN COMMENTS MADE DURING THE CONSULTATION IS THAT POLICING SHOULD BE PAID FOR BY THE GOVERNMENT. THE PANEL WILL BE AWARE THAT THE PRECEPT IS A CORE COMPONENT OF POLICE FUNDING. IT'S NOT AN OPTIONAL EXTRA.

ANOTHER THEME OF COMMENTS MADE DURING THE CONSULTATION IS THAT, INSTEAD OF INCREASING THE PRECEPT, THE POLICE SHOULD MAKE **FURTHER** SAVINGS.

DESPITE MY REMARKS ABOUT THE CONSTABULARY BEING FINANCIALLY LEAN, THE CHIEF CONSTABLE SOUGHT AND HAS FOUND 3% EFFICIENCIES ACROSS THE CONSTABULARY. THERE WILL BE SOME PENALTIES BUT THESE SHOULD - MOSTLY - BE INVISIBLE TO THE PUBLIC.

THE PANEL IS ALSO AWARE OF OUR HEALTHY COLLABORATION WITH SUFFOLK. AROUND A THIRD OF THE BUDGET IS SPENT IN THE SHARED SPACE WITH SUFFOLK. AND THIS COLLABORATION HAS DELIVERED EFFICIENCIES OF £46M OVER THE LAST DECADE - OF WHICH NORFOLK'S SHARE IS £24M.

YOU MAY WISH TO BE AWARE THAT SUFFOLK'S PANEL HAS SUPPORTED AN EQUIVALENT PRECEPT INCREASE SO - IF YOU ACCEPT MY RECOMMENDATION TODAY - NORFOLK AND SUFFOLK WOULD REMAIN IN STEP - WHICH WOULD BE HELPFUL GIVEN THE FUNDING OF THE SHARED SPACE.

* * *

THE GOVERNMENT ANNOUNCED ON THE 14TH OF DECEMBER THAT NORFOLK'S PROVISIONAL BUDGET FOR FINANCIAL YEAR 2023-24 WOULD INCREASE BY £7.4M - 3.8% - TO £204M.

AT FACE VALUE THAT'S GOOD NEWS AS ANY INCREASE IS BETTER THAN NO INCREASE

THERE'S A 'BUT'.

THE £7.4M FIGURE COMES IN TWO PARTS. THE FIRST IS AN INCREASE OF THE HOME OFFICE GRANT BY £1.9M - OF WHICH £1.6M IS RING FENCED FOR THE POLICE UPLIFT PROGRAMME.

THE SECOND IS THE GOVERNMENT'S ASSUMPTION THAT THE OTHER £5.5M WOULD COME FROM AN INCREASE OF THE PRECEPT.

LOOKING MORE DEEPLY - IN OCTOBER 2021, THE THEN CHANCELLOR, RISHI SUNAK, ANNOUNCED THE THREE-YEAR SETTLEMENT OF THE COMPREHENSIVE SPENDING REVIEW.

THAT CSR SETTLEMENT WAS BASED ON THE ASSUMPTION THAT INFLATION WAS 3.1% - MIGHT JUST GET TO 4% - BUT WOULD THEN FALL BACK TO BELOW THE BANK OF ENGLAND'S TARGET OF 2%.

INSTEAD - INFLATION HIT 11.1% - IN OCTOBER LAST YEAR - AND TODAY STANDS AT 10.5%.

INFLATION IS FORECAST TO FALL DURING 23-24 BUT - DEPENDING ON WHOSE FIGURES YOU USE - SEEMS UNLIKELY TO FALL BELOW 5% UNTIL FINANCIAL YEAR 24-25.

FOR EXAMPLE – THE BANK OF ENGLAND IS CURRENTLY FORECASTING THAT INFLATION SHOULD FALL TO 5% BY NOVEMBER THIS YEAR. BUT – ON THE 9TH OF JANUARY – THE BANK'S CHIEF ECONOMIST WARNED THAT HIGH INFLATION MAY WELL LAST LONGER THAN IS CURRENTLY FORECAST.

OF COURSE - A BUDGET INCREASE OF 3.8% DOESN'T SIT COMFORTABLY WITH TEN PLUS PERCENT INFLATION - OR EVEN WITH INFLATION REDUCING TO 5%.

* * *

THE REFERENDUM THRESHOLD FOR THE PRECEPT WAS PREVIOUSLY 2%.

THE PANEL WILL RECALL THAT RISHI SUNAK INCREASED THE THRESHOLD TO £10 PER YEAR ACROSS THE THREE YEARS OF THE CSR SETTLEMENT.

ON THE 12TH OF DECEMBER LAST YEAR - THE POLICING MINISTER – CHRIS PHILP - ANNOUNCED THAT THE PRECEPT THRESHOLD FOR 2023-24 – YEAR 2 OF THE CSR SETTLEMENT – WOULD BE INCREASED AGAIN TO £15.

THE HOME OFFICE MADE IT CLEAR THAT COMMISSIONERS WERE EXPECTED TO TAKE ADVANTAGE OF THE £15 THRESHOLD.

AND ON TUESDAY JUST GONE - THE POLICING MINISTER PLACED THE FINAL POLICE FUNDING SETTLEMENT BEFORE PARLIAMENT

THE MINISTER SAID IN HIS STATEMENT – AND I QUOTE – WE WOULD LIKE TO THANK YOU - FOR RESPONDING TO OUR REQUEST ASKING YOU TO SET OUT **HOW YOU WILL BE REPRIORITISING** WITHIN YOUR BUDGET – **DELIVERING FURTHER EFFICIENCIES** – AND DRIVING PRODUCTIVITY IMPROVEMENTS IN YOUR LOCAL AREA. **WE RECOGNISE THAT INCREASED PRESSURES WILL BE A CONCERN FOR MANY FORCES** – AND THERE WILL BE SOME CHALLENGING TRADE OFFS AT A LOCAL LEVEL TO SET A BALANCED BUDGET – END QUOTE.

THE MINISTER'S STATEMENT "CONFIRMED" THAT NORFOLK IS GETTING A £7.4M INCREASE AND SO "CONFIRMED" THE GOVERNMENT'S **EXPECTATION** THAT I WOULD MAKE FULL USE OF THE INCREASED PRECEPT FLEXIBILITY.

[PAUSE]

THE PROBLEM I FACE – AND IT'S A ROCK AND HARD PLACE CONUNDRUM – IS THAT - WHILE I HAVE CONSIDERED A LOWER PRECEPT INCREASE - THE HARSH FACTS REMAIN THAT THE BUDGET MUST LIVE WITH THE LEGACY OF AUSTERITY

AND NOW ABSORB THE EFFECTS OF INFLATION - AND ANY OTHER UNFUNDED COSTS - SUCH AS PAY - THAT MAY BE IMPOSED ON US – WHILE – AS A MINIMUM – SUSTAINING CURRENT LEVELS OF POLICE SERVICE.

AT THE MOMENT THE KNOWN COST PRESSURES FOR 23-24 AMOUNT TO AN UNFUNDED LIABILITY OF £13.6M.¹

I CAN BALANCE THE BUDGET - JUST - **WITH** THE 5.19% PRECEPT INCREASE **AND WITH** THE CONSTABULARY'S 3% EFFICIENCIES. AS I SAID – THERE WILL BE SOME PENALTIES.

WHERE THINGS BECOME MORE DIFFICULT IS WHEN I LOOK FORWARD TO FINANCIAL YEAR 2024-25.

I ASSUME - THE HOME OFFICE HAS INDICATED - THAT WE WILL CONTINUE TO BE FUNDED ON THE BASIS OF THE 2021 CSR ASSUMPTIONS - AND SO INFLATION - PAY - AND OTHER UNFUNDED COST PRESSURES ARE FORECAST TO BECOME AN EVEN GREATER CHALLENGE.

IT FOLLOWS – I WOULD ARGUE THAT - IN TERMS OF THE PRECEPT DECISION TODAY - THIS WOULD NOT BE THE TIME TO SQUEEZE THE POLICE BUDGET MORE THAN IT IS ALREADY BEING SQUEEZED.

NOW IS NOT THE TIME TO REDUCE POLICE HEADCOUNT, CAPABILITY AND ACTIVITY, WHICH WOULD BE THE CONSEQUENCE OF FURTHER FINANCIAL RETRENCHMENT.

NOW IS NOT THE TIME TO PUT AT RISK THE GREAT WORK THE CHIEF CONSTABLE AND HIS OFFICERS ARE DOING TO RESTORE VISIBLE COMMUNITY POLICING, WHICH AS YOU KNOW IS A PILLAR OF MY POLICE AND CRIME PLAN.

I NEED TO PROVIDE THE CHIEF CONSTABLE WITH SUFFICIENT FUNDING IN ORDER FOR HIM TO BE ABLE TO SUSTAIN WHAT NORFOLK CONSTABULARY IS DOING NOW – FOR HIM TO BE ABLE TO CONTINUE DELIVERING AGAINST ALL SIX PILLARS OF MY POLICE AND CRIME PLAN.

* * *

SO: I'M PLACING BEFORE THE PANEL A **CLEAR** RECOMMENDATION OF A 5.19% PRECEPT INCREASE.

* * *

CHAIR - AT THIS POINT - MAY I BRING IN THE CHIEF CONSTABLE AND I'LL THEN TAKE QUESTIONS AFTER THAT.

¹ Report p.24

Police and Crime Panel 2/2/23

The Commissioner has set out in comprehensive detail the financial challenges faced by the Constabulary. I will not repeat what he has covered, but I would like to reiterate some key points:

- Due mainly, but not exclusively, to inflation the financial challenges facing the Constabulary are considerable not just this year but in the future. We face ongoing financial uncertainty at a local and national level and every year this is getting harder.
- I have made further savings of 3%, but we have been doing that for the last decade whilst absorbing growing demand.
- And we are lean. I would never ask for what we don't need. Not ever and certainly not now.
- I need to be clear that even after increasing precept as recommended by the PCC, I will have very limited scope to increase capability or capacity in key areas such as fraud and cybercrime. This proposal is about lessening impact rather than maintaining or growing.
- But if precept is not increased there will be significant operational consequences that I would like to spend a few moments setting out.

For context, I would like to start with a summary of what has changed since last year:

- Volumes of 999 calls have increased by 13% - up to 120,000 in the year
- We've seen a significant increase in missing person reports – 7,400 in the last year
- An ever growing volume of calls relating to mental health
- More policing of protests, events and highway related issues
- And all of this is before I mention crime. More domestic abuse, more sexual offences – up 13.5%. Neighbourhood crimes are down, but the complex less visible and most impactful forms of crimes are rising.
- In summary, we have never been so busy and the demands that we face are increasingly complex.

Like most forces, we have previously made savings in what is often termed 'the back office'. The term does not do justice to the critical role that these departments play. The back office can include vetting, recruitment and training. We have seen in recent months the consequences when those departments are under resourced. In light of the horrendous cases where officers have carried out the most despicable criminal acts, I need growth, not cuts in these critical departments.

We have rationalised our estate including recently with the opening of our new police station at Broadland Gate which enabled a reduction in the number of our buildings and a long-term saving of £14m. Further estate reductions would mean the closure of police stations in our communities. Something that I do not want to do.

Modernisation has allowed me to make some back-office savings this year, but those opportunities are running dry. So without a precept increase I would need to look at frontline policing for further cuts. That might mean:

- Longer waits for us to answer the phone when some is in crisis or risk of harm
- Reduced supervision of sex offenders
- Slower investigations with worse outcomes
- Less visibility
- Less proactivity and engagement with young people to prevent them from entering a life of crime.

This is not the policing I want to deliver and not the policing the County needs.

Panel members will no doubt have read the papers and seen my more detailed comments there along with a detailed breakdown of our financial pressures. I will therefore finish at this point to allow questions.

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

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

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

1. Background

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

2. Purpose of today's meeting

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

3. Suggested Approach

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

Pillar 1: Sustain Norfolk Constabulary

- a) How the PCC is working with the Association of Police and Crime Commissioners (APCC) to influence national policy on police, crime and criminal justice;
- b) Anticipated outcomes from the Home Affairs Committee's current [inquiry into Policing Priorities](#) and their implications;
- c) How the PCC is working with the APCC to address retention as well as recruitment of exceptional police officers;
- d) The strategic direction for continued emergency service collaboration;
- e) The development of a new ICT strategy for Norfolk & Suffolk constabularies;
- f) Challenges and opportunities arising from the Carbon Reduction & Environmental Action Plan 2023-2030 and Biodiversity Action Plan 2023-2030;
- g) The PCC's reflections on the introduction of the Community Support Unit, which has been designed to take officers, who have been signed off as suitable for independent patrol, through intensively supervised experiential training within the community.

Pillar 2: Visible and Trusted Policing

- a) How the PCC is supporting the Constabulary to address the challenges around public perceptions of policing, including reflections on the final report of the [Baroness Casey Review](#) into the standards of behaviour and internal culture of the Metropolitan Police Service published in

March 2023;

- b) Progress being made by the PCC to address the “expectation gap” between the public’s wish to see more visible policing and the police’s obligation to tackle crime;
- c) How the PCC continues to address the “trust gap” through promoting police ethical values and standards;
- d) The PCC’s observations on the renewed Constabulary effort to communicate with and be easily accessible to the public and the impact that is having;
- e) How the PCC is supporting the Constabulary to create a diverse workforce;
- f) The development of new Neighbourhood Policing Strategy, for publication in summer 2023.

Pillar 3: Tackling Crime

- a) How the PCC is working across the public, private and charity sectors to address the underlying problems that contribute to criminal activity;
- b) How the PCC is bringing together and co-ordinating resources to achieve best effects on the ground;
- c) Implications arising from an updated [Strategic Policing Requirement](#) - the 2023 version introduces violence against women and girls as an additional national threat, and reaffirms the validity of the existing threats;
- d) Consequences of the Government's [Anti-Social Behaviour Plan](#) published on 27 March 2023;
- e) How the PCC is responding to the new [Serious Violence Duty](#) introduced by the Government through the Police, Crime, Sentencing and Courts Act 2022, which places a duty on specific organisations such as the police, fire service, justice partners, health and local authorities to collaborate to prevent and tackle serious violence in their local area;
- f) The local response to tackling serious and organised crime, including fraud and cyber-crime.

Pillar 4: Prevent Offending

- a) How the PCC assures himself that there is appropriate focus on identifying and protecting vulnerable people;
- b) How the PCC is leading and contributing to partnership working;

Pillar 5: Support Victims

- a) How the PCC is working with the APCC to influence national policy on supporting victims;
- b) How victims are supported and given a voice, and how their feedback on services is taken into consideration;
- c) The impact of the focus on high quality investigation and provision of support services for victims of high harm crime;
- d) How the PCC is working with the Local Criminal Justice Board to increase the efficiency and credibility of the criminal justice system;
- e) Implications arising from the [Victims and Prisoners Bill 2023](#) which the Government introduced into Parliament last month.

Pillar 6: Safer and Stronger Communities

- a) The PCC's contribution to improving road safety through partnership working;
- b) Implications arising from the [Online Safety Bill 2022](#) and [Public Order Bill 2022](#);
- c) How the PCC is working with partners and communities to prevent crime and harm;
- d) The impact of early intervention and diversion measures for those suffering mental ill health.

4. Action

4.1 The Panel is recommended to:

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



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

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

Summary:

This is the third report to the Police and Crime 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.
- 2.3 Reports will be provided on all six pillars at each performance and scrutiny meeting throughout the year and a full annual review of performance will be provided through the PCCs Annual Report and presented to the Police and Crime Panel.
- 2.4 Performance reports prepared for the Police and Crime Panel will be strategic in style and include a mixture of qualitative and quantitative information to help demonstrate and provide context to panel members on the progress being made by the Police and Crime Commissioner in delivering his plan.

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

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

Objective 1: Maintaining an effective and efficient policing service

3.2 This report is the summary forecast position on 31st December 2022. The total Group Revenue Budget is forecast to underspend by £0.128m (0.07% of net revenue budget).

3.3 The high-level summary is as follows:

	Budget 2022/23 £000	Outturn £000	Over(-)/Under spend	
			£000	%
Officer of the Police and Crime Commissioner	1,237	1,177	60	4.81%
PCC Commissioning	1,325	1,211	114	8.55%
Chief Constable Operational Spending (including capital financing)	205,025	205,071	(46)	(0.02%)
Transfer from Reserves	(306)	(306)	0	0.00%
Chief Constable Operational Spending (net)	204,719	204,765	(46)	(0.02%)
Contribution to Reserves	1,095	1,095	0	0.00%
Specific Home Office Grants	(14,658)	(14,658)	0	0.00%
Total	193,718	193,590	128	0.07%

Table 1: High-level summary of the Group Revenue Budget as of 31st December 2022

3.4 Within that total Group underspend the Constabulary revenue budget is forecast to be under-spent by £0.046m at the year-end. The main variances are provided in the following table:

	Budget 2022/23 £000	Full Year Forecast £000	Over(-) / Under spend £000
Pay Related Costs	164,228	164,084	144
Other Employee Costs	1,865	1,767	98
Property Related Costs	18,175	18,676	(501)
Transport	3,808	3,868	(59)
Supplies and Services	15,635	15,754	(119)
Third party payments	3,354	3,471	(117)
Capital Financing	5,715	5,715	0
Corporate	465	465	0

Income	(8,221)	(8,728)	508
Transfer from Reserves	(195)	(195)	0
Total	204,830	204,876	(46)

Table 2: The Constabulary's revenue budget as of 31st December 2022

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

Capital

3.6 The Capital Budget and forecast expenditure is as follows:

	Original Budget £m	Changes to be approved £m	Revised Budget £m	Forecast £m	Variance £m
Slippage from 2021/22	6.317	0	6.317		
Table A – schemes approved for immediate start 1 April 2022	8.343	0	8.343		
Total Capital Programme	14.660	0	14.660	11.880	2.780
Table B – schemes requiring a business case or further report to PCC(s) for approval	2.793	0	2.793		
Total	17.453	0	17.453		

Table 3: Capital Budget and Forecast expenditure

3.7 The current capital forecast expenditure at year-end is £11.880m. There is an underspend of £2.780m relating to the re-phasing of the Estates schemes (Bethel Street Police Station and Norfolk Learning Centre) and underspend against Broadland Gate project, anticipated delay in the delivery of vehicles and various ICT projects slipping into next financial year. £2.352m of this underspend will be required as slippage into 2023/24 and therefore cannot be re-purposed for other use.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Sustain Norfolk Constabulary	Establishment for Police Officers	1,815	1,672	1,549	8.6%	17.2%
	Police officer strength	1,833	1,755	1,593	4.4%	15.1%
	Establishment for Staff	1,372	1,316	1,185	4.3%	15.8%
	Staff strength	1,296	1,277	1,151	1.5%	12.6%
	% hours lost to sickness for Police Officers	5.2%	7.0%	4.9%	-1.8p.p	0.3p.p
	% hours lost to sickness for Staff	5.2%	5.1%	5.0%	0.1p.p	0.2p.p

Table 4: Establishment, strength and sickness of Police Officers and Staff - The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021. The date range for the long-term average was 01/01/2019 – 31/12/2021.

- Police Officer Strength as at the end of December was at 101% of the establishment, an increase from the previous reporting period.
- A total of 30 transferees have been appointed within the financial year.
- Sickness absence in the last 12 months has been lower than the previous 12 months and within 0.3 percentage points of the long-term average.
- A total of 109 students as at the end of December had been recruited under PEQF since the introduction of PEQF.
- A further intake of 24 will join in February via the PCDA entry route.

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

- 3.8 First draft of ICT strategy has started to go through the various governance boards within the Norfolk and Suffolk Constabularies. The plan is to launch it in March 2023 and will focus on the core architecture, strategic principles, deliverables and metrics to ensure it meets the future national and regional digital needs of the forces.
- 3.9 Norfolk and Suffolk have made significant progress in the rollout of their Intune (Mobile Data Management-MDM) solution that will allow the forces to end some existing old expensive blackberry mobile contracts with a more cost effective and efficient mechanism for managing their mobile devices. The project is on track to deliver and complete this work by April 2023.
- 3.10 Work progresses on the OPTIK system (an integrated mobile solution for frontline officers), including enhancements to the domestic abuse response, and on an in-house mobile application development, that will help record assaults and use of force for frontline officers without needing to return to the station. Both are planned to go live in Q1 2023.
- 3.11 Planning for some significant ICT refresh programmes for 23/24 has started as there are several key ICT End of Life (EOL) pieces of work that need to be completed this year.
- 3.12 Continuing with regional delivery the Five Force Digital Asset Management DAMS solution (System to store, analyse and index digital media from a single repository i.e., CCTV, BWV, Smartphones, digital interviews, dashcams etc) has been impacted by several issues and changes with its delivery, however Norfolk and Suffolk Constabularies still expect to maintain the planned delivery date of Oct 23.

Objective 4: Achieving best value from police and OPCC funding

3.13 Norfolk Constabulary was subject to the PEEL inspection by His Majesty’s Inspector of Constabulary and Fire & Rescue Services (HMICFRS). In October 2022¹ the force received eight gradings.

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

3.14 In addition to the PEEL gradings, the inspectorate set out eleven Areas for Improvement (AFIs). Progress against the AFIs is monitored in a monthly meeting chaired by the Deputy Chief Constable. The HMICFRS PEEL inspection is a process of continuous assessment, with the next inspection commencing in 2023.

3.15 The force will also continue to progress recommendations from national thematic reports allocated to all forces in England and Wales. This quarter’s reports include, ‘An inspection of vetting, misconduct, and misogyny in the police service’ and ‘An inspection into how well the police and other agencies use digital forensics in their investigations’.

Objective 5: Delivering an effective Estates Management Strategy

Key Estates Projects

3.16 2022/23: Norwich City Police Station – Refurbishment – Planning permission has now been granted for the project by Norwich City Council. Architects Chaplin Farrant (of Norwich) have completed the tender package, and this will be advertised on national Bluelight Procurement portal during March and April 2023.

3.17 2023/24: North Norwich / South Broadland – Under Review - The availability of sites is being explored for the location of a future new response police station.

3.18 2024/25: Great Yarmouth & Gorleston – Under Review - Future operational needs of the area are under review and the impact of the Great Yarmouth third river crossing will be assessed after opening in summer 2023.

Emergency Services Collaboration on Estates

3.19 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.

Property Disposal

3.20 Outline planning permission for residential use is being sought on the surplus former Swaffham Police Station site and surplus police land at Yarmouth Road, Stalham.

Carbon Reduction

¹ [Norfolk - HMICFRS \(justiceinspectors.gov.uk\)](https://www.justiceinspectors.gov.uk)

- 3.21 Carbon reduction works are completed this year at Aylsham Police Station with additional solar panels and at Harleston and Long Stratton Police Stations to replace gas and oil fuel heating with new electric air source heat pumps.
- 3.22 A new Carbon Reduction & Environmental Action Plan 2023-2030 has been drafted and awaits publication on the Police and Crime Commissioners web site.
- 3.23 A new Biodiversity Action Plan 2023-2030 has been drafted and awaits publication on the Police and Crime Commissioners web site.

Objective 6: Designing policing services to 2030 and beyond

- 3.24 The Horizons team are preparing work around several innovation projects:
- “Operation Discovery” - a pilot aimed at improving the timeliness and quality of crime investigations launched in June 2022 in the King’s Lynn and Breckland Districts. The success of the pilot has led to a county wide rollout which will be in place by April 2023. Investigations are being completed in a timelier manner with a greater rate of positive outcomes with the new approach.
 - “Rapid Video Response” – is a pilot to consider the use of video meetings to deal with a crime complaint. The pilot was launched in October 2022 and for the reporting period, 314 appointments have been completed by video. During the pilot, the caller is given the option to talk to a police officer by video appointment at a time and day suitable to the caller. Satisfaction remains high with users of the service scoring it 4.8 out of 5. Nine out of ten people using the service had indicated they would use it again if they had to speak to police for a similar matter.
 - The Community Support Unit (CSU) is a team of eight sergeants spread across four geographic locations, and between 40 and 60 (which is variable) Student Police Officers. The sergeants will continue the training and development of the student officers on live jobs during weeks 37 to 52 of their Police Education Qualifications Framework (PEQF) training period. The CSU has been designed to take officers, who have been signed off as suitable for independent patrol, through intensively supervised experiential training within the community. The priorities are honing investigations skills, whilst providing visible community-based policing, so when they leave the unit, they are ready for the rigours of front-line policing. Where other forces under PEQF have had issues with attrition during this time frame in the student development cycle, Norfolk has developed an innovative evidence-based welfare monitoring process, to ensure officers are both supported and feel supported during this crucial period in their development. Although still in its early stages, it is already proving itself in the identification and targeted support of officers going through the programme.

Objective 7: Continued collaboration with other blue light services

- 3.25 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.
- 3.26 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.

- 3.27 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.
- 3.28 Both organisations community partnership work is collaborated within one department where both teams can look to link up around key subjects such as prevention work and making the road network safer. The Fire and Police drone teams work closely together to provide a 24/7 response to calls for service.
- 3.29 The Home Office continues to develop its strategic direction for continued emergency service collaboration with the publication of its white paper on Fire Reform in May 2022 and the Police and Crime Commissioner continues to maintain a watching brief.

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

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

Objective 1: Improving public trust and confidence in policing

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	85%	86%	Data not available	-1.0p.p	Not applicable
	Public Perceptions: I have confidence in the police in my local area	78%	80%		-2.0p.p	
	Public Perceptions: Deal with crime/ASB that matter	57%	57%		0.0p.p	
	Public Perceptions: Understand issues that affect your community	61%	64%		-3.0p.p	
	Public Perceptions: Satisfaction with the level of policing in your local area	54%	54%		0.0p.p	

Table 5: Public Perceptions survey data

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021.

4.2 There has been a marginal decline in public satisfaction rates based on the public perception survey although 85% of those surveyed felt that Norfolk Constabulary were doing a good or excellent job demonstrating strong confidence in general policing across the County.

4.3 There needs to be a focus on understanding the needs of communities as this has seen a further reduction in public perception during this period. Whilst the data is not definitively linked to the identification of neighbourhood priorities through Safer Neighbourhood Action Panels, it is felt that this is an area that needs to be reviewed to enhance public confidence.

4.4 A review of Safer Neighbourhood Action Panels has been commenced with recommendations set to focus on achieving consistent minimum standards in line with the College of Policing guidelines.

Area	Indicator	Last 12 months
Visible and trusted policing	Professional Standards Department (PSD) complaints	441
	PSD complaints logged within 2 working days	81.4%
	PSD complainants contacted within 10 working days	77%
	PSD data complaints time to resolve – Schedule 3 only (average in working days)	80
	PSD data complaints time to resolve – Outside Schedule 3 (average in working days)	42
	PSD complaints finalised where the service provided was not acceptable	92
	Reviews upheld	14
	Chapter 13 letters	6
	PSD conduct cases	57
	Misconduct hearings	2
	Misconduct meetings	10
	Police Appeals Tribunal	1

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

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated.

Police Public complaints are made by members of the public in relation to the conduct of those serving in the Force and recorded under Schedule 3 of the Police Reform Act (PRA) 2002.

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

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

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

Complaints Update

- 4.5 In the reporting period, 441 complaints were received. This is a decrease of 7% compared to the previous year.
- 4.6 81.4% were logged within two working days and 77% of complainants were contacted within 10 working days. The database used to record Complaints (Centurion) was upgraded on 19 October 2022 resulting in concerns about functionality due to error messages and updates to cases not saving. Ongoing dialogue with the ICT department and the suppliers was held to resolve the issues however, the database became unusable on 24 November 2022. The matter was escalated both within Force and with the suppliers, and business continuity plans invoked. The Complaints process was switched to manual records for a period of 6 days whilst a fix was created and implemented. The issues have had an impact on timeliness to log and contact complainants. The paper process was slower and then required converting to Centurion when it was working again.
- 4.7 Cases took, on average, 80 working days to finalise from the date the complaint was recorded to the date the complainant was informed of the result. Cases handled outside of Schedule 3 took 42 working days.
- 4.8 In 92 of 419 (22%) finalised cases, the service provided was deemed 'not acceptable'. In cases where the service provided has not been acceptable, investigating officers are encouraged to identify learning, both individual and organisational to ensure a reduction in similar cases. Identified learning is reviewed monthly by the SIT to identify trends and seek solutions. This slight rise in 'service unacceptable' cases could be explained by the ongoing training being delivered to Sergeants & Inspectors. PSD are delivering weekly training inputs, in which complaint handlers are encouraged to take responsibility for mistakes, not be defensive and to seek learning and improvement. As this is the drive from the IOPC and current regulations. Previously there has a culture of defensiveness over learning, which we are trying to discourage.
- 4.9 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 19 reviews, identifying five that required further work. The Local Policing Body (the Office of the Police and Crime Commissioner) determined on 44 reviews and nine were upheld as requiring further work.
- 4.10 Where a local investigation is not completed within 12 months the appropriate authority must provide the Local Policing Board 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 six of these reports, five relating to complaint cases and one conduct case.

Conduct Update

- 4.11 In the reporting period, 57 conduct cases were recorded, this is an increase of 43% compared to the previous year, when 40 cases were recorded.
- 4.12 Two police officers were subject of misconduct hearings in the reporting period. As a result, both would have been dismissed had they not resigned.
- 4.13 The 10 misconduct meetings held in the reporting period resulted in two Final Written Warnings, four Written Warnings, two referrals to the Reflective Practice Review

Process, one Learning from reflection and one no further action for the officers and staff concerned.

- 4.14 One Police Appeals Tribunal was held resulting in the police officer being reinstated.
- 4.15 Misconduct cases are reviewed to ascertain any learning and the results of hearing and meetings are published monthly to highlight to the wider Constabulary the behaviour of others. This is to provide officers and staff with an opportunity to learn from the mistakes of their colleagues and demonstrate the consequences of such behaviour.

Objective 2: Delivering effective neighbourhood policing

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Establishment for Beat managers	121	117	115	3.4%	5.2%
	Effective strength for Beat managers	111	117	107	-5.1%	3.7%
	Effective strength for Beat managers (% of establishment)	91.7%	100.0%	93.0%	-8.3p.p	-1.3p.p
	Establishment for Sergeants	147	132	132	11.4%	11.4%
	Effective strength for Sergeants	147	134	124	9.7%	18.5%
	Effective strength for Sergeants (% of establishment)	100.0%	101.5%	93.9%	-1.5p.p	7.6p.p

Table 7: Establishment, strength for Beat Managers and Sergeants

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021. The date range for the long-term average was 01/01/2019 – 31/12/2021.

- 4.16 The establishment for both Beat Managers and Local Policing Neighbourhood Sergeants has increased compared with the data for the previous 12 months and the long-term average. This is reflective of the Constabulary’s continued investment in Neighbourhood Policing.
- 4.17 Norfolk Constabulary have commenced a new training programme for all Beat Managers and Local Policing Neighbourhood Sergeants. This will be a rolling programme with two training days in a 12-month period. The theme for the first events, which were delivered in October and November 2022, was Engaging Communities.
- 4.18 The Constabulary took part in the National Police Chiefs Council led Neighbourhood Policing Week of Action between 23rd and 29th January 2023. This was well supported by our Local Policing Teams and our Local Communications Officers. Activity that featured in the resulting social media coverage included school visits, street surgeries, a Closure Order that was successfully obtained for a car park experiencing vehicle related ASB, drugs enforcement operations, crime prevention talks, beat patrols and other community engagement events. We also used this platform as a further opportunity to promote the national Street Safe public reporting tool as part of our Violence Against Women and Girls Strategy.
- 4.19 A new Neighbourhood Policing Strategy is being developed with publication planned for summer 2023.
- 4.20 A new Neighbourhood Policing Improvement Board has set up and is led by the Community Safety Superintendent.

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

Area	Indicator	Last 12 months	Previous 12 months	% difference to previous 12 months
Visible and trusted policing	Total engagements	18,561	18,069	2.7%
	Park Walk Talk Engagements	7,800	5540	40.8%
	Targeted Activity Engagements	2,826	2155	31.1%
	General Engagements	2,578	4581	-43.7%
	Key Individual Network (KIN) Engagements	1,025	1238	-17.2%
	Streetsafe Engagements	932	684	36.3%
	Community Meeting Engagements	638	775	-17.7%
	Neighbourhood Engagements	529	0	N/A
	Stakeholder Meeting Engagements	482	499	-3.4%
	Public Event Engagements	470	220	113.6%
	Education Engagements	455	592	-23.1%
	Vulnerable or Hard to Reach Group Engagements	261	0	N/A
	Children and Young People Engagements	227	0	N/A
	Surgery Engagements	133	0	N/A
	Citizens in Policing (CiP) Engagements	97	170	-42.9%
	Reassurance Patrol Engagements	59	890	-93.4%
	Recruitment Event Engagements	33	23	43.5%
	Independent Advisory Group Engagements	14	0	N/A
Business Engagements	1	315	-99.7%	
Health Protection Regulations Compliance Monitoring Engagements	1	386	-99.7%	
Protest / Demonstration Engagements	0	2	N/A	

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

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021.

- 4.21 There has been an increase in recorded engagements across the County over the past 12 months.
- 4.22 The force's engagement plan launched at the start of this quarter. The plan provides clarity and direction for all officers around why, how and what we do to engage communities.
- 4.23 A new Engagement and Targeted Activity application was launched to provide more detailed categories and sub-categories for officers to record and evidence activity. Some engagement categories have been removed or discouraged in favour of more descriptive alternatives. For example, 'General Engagement' is no longer used but is included in the above table for numerical comparison.
- 4.24 Continuing Professional Development events have now been conducted across all districts for Neighbourhood teams including supervisors. The key theme for this quarter was engagement.
- 4.25 A Neighbourhood Policing dashboard is being developed in response to the incoming Neighbourhood Policing Performance Framework.
- 4.26 The constabulary continues to work towards increasing visibility on its digital platforms through the work of Local Communication Officers (LCOs).
- 4.27 With their knowledge and experience of digital communications, the LCOs can judge where best to promote police activity to make sure it is promoted in the right place to reach the right audience. The LCOs have increased video/image content on the channels while also providing more context around certain types of post.
- 4.28 For the reporting period, a total of 370 posts were publicised by the LCOs for the five districts (data does not include King's Lynn and Breckland, with this post remaining unfilled during the reporting period). There were 113 in October, 156 in November and 101 in December. The posts were made on several media platforms and highlighted local issues such as road closures, engagement events and local crime concerns.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Visible and trusted policing	Total calls for service	418,522	412,706	Data not available	1.4%	Not applicable
	999 calls	123,201	110,106	111,593	11.9%	10.4%
	% 999 calls answered within 10 seconds	84.8%	90.0%	Data not available	-5.2p.p	Not applicable
	101 calls	295,321	302,600	Data not available	-2.4%	Not applicable
	Average time to answer 999 (in seconds)	6.8	5.4	Data not available	1.4 seconds	Not applicable
	% Emergencies in Target - County	85.7%	88.6%	88.8%	-2.9p.p	-3.1p.p
	% Emergencies in target - Urban	87.7%	90.6%	90.7%	-2.9p.p	-3.0p.p
	% Emergencies in target - Rural	83.7%	86.2%	86.8%	-2.5p.p	-3.1p.p
	Average time to attendance for B1 (HH:MM:SS)	01:13:36	Data not available		Not applicable	
	Average time to attendance for B2 (HH:MM:SS)	24:55:07	Data not available		Not applicable	
	Average time to attendance for C (HH:MM:SS)	44:12:19	22:18:52	20:12:04	98.1%	118.8%
	Average time to attendance for Diary apps (HH:MM:SS)	98:32:30	61:51:21	64:36:40	59.3%	52.5%
	% calls addressed through phone resolution	31.0%	30.4%	31.9%	0.6p.p	-0.9p.p

Table 9: Call Handling and Emergency Response

Server issues in 2019 resulted in inaccurate numbers of 101s over several months. As a result, long-term average for total calls for service and 101s has not been provided here.

The date range for the Last 12 months was 01/10/2021 – 30/09/2022. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

- 4.29 999 call demand continues to rise and on is 11.9% higher than the previous 12 months. This rise continues to put downward pressure on the average time to answer and attendance times.
- 4.30 An analysis of pre-Covid (2019) data and 2022 data provides an insight to the call categories with the largest increases: Concern for Safety, Domestic Crime, Collapse/Illness/Injury and Missing Persons. These call types can often relate to high-risk incidents and as such call times tend to be longer, with multiple police units often required in the deployment phase. The time taken to finalise the incident can often be lengthy.
- 4.31 The annual increase in 999 demand is a long-term trend across all Police Forces with demand growing at circa 10% every year for the last 8 years.
- 4.32 101 demand is down year on year. This is down to channel shift with increases in on-line reporting, Web Chat and email contact all increasing.
- 4.33 Recruitment was hindered during the pandemic, but the CCR is on target to reach full establishment in summer 2023.

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 The OPCCN is currently carrying out the Council Tax precept consultation.
- 4.36 In November, the Office were awarded White Ribbon Accreditation, demonstration commitment and the ongoing leadership of Norfolk's response to male violence against women, and publicised the Hear Campaign, through which employers pledge and offer support to victims of abuse in their own organisations.
- 4.37 The Community Safety function has now launched a monthly newsletter for stakeholders, publicising a range of activity and opportunities for stakeholders including training for elected members.

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

- 4.38 Below are the key campaigns supported across the Constabulary's social media platforms, website and via media releases:

October 2022

- NPCC speed campaign – two-week enforcement campaign targeting speeding drivers on the county’s roads.
- Project Edward (Every Day Without A Road Death – 17 October) – national campaign raising awareness of road safety following evidence led approaches.
- National Safe Speeds Day (24-hour campaign).
- Cyber-crime event – police and partners came together on 15 October to host an event at the Forum, offering advice on how to protect yourself from cyber-crime, understanding your digital footprint and insight from the victim of an online auction scam.
- National County Lines Intensification Week (3-10 October) – seven arrests were made, and three supply routes disrupted while multi-agency teams conducted home visits to people known to be vulnerable to cuckooing or have had previous involvement in county lines.
- Stay safe for Halloween – posters and messaging shared about promoting safe trick or treating and respecting people who don’t want to take part.
- Operation Tramline – road safety campaign targeting HGVs which resulted in 254 vehicles being stopped and 300 offences being identified (17-21 October).

November 2022

- Brake Road Safety Week (14-20 November) – national week of action supported by Norfolk’s Community Speedwatch Groups. This resulted in more than 769 drivers being recorded for speeding during 107 checks, with warning letters sent out.
- E-scooter Christmas campaign – force led campaign highlighting current laws around the use of e-scooters on public roads, published ahead of Black Friday and main Christmas shopping period.
- Op Sceptre – national knife crime week of action between 14-20 November leading to 10 people being arrested.
- White Ribbon campaign (25 November) – the Domestic Abuse and Sexual Violence Group (DASVG) joined the Constabulary in promoting messages.

December 2022

- Christmas drink and drug drive campaign with more than 150 arrests made.
- Night-time economy Violence Against Women & Girls (VAWG) patrols – targeted patrols carried out in urban areas with the aim of creating safer spaces across communities and understanding where people felt unsafe.

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

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

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Domestic abuse crimes	13,340	13,984	13,334	-4.6%	0.0%
	Solved	1,432	1,254	1,301	14.2%	10.0%
	- % solved	10.7%	9.0%	9.8%	1.7p.p	0.9p.p
	Charged	1,173	1,050	1,083	11.7%	8.3%
	- % charged	8.8%	7.5%	8.2%	1.3p.p	0.6p.p
	% where victim not ready to engage	60.9%	57.5%	60.0%	3.5p.p	0.9p.p
	% where investigation not possible	0.6%	0.9%	0.7%	-0.2p.p	-0.1p.p
	% of all crime	19.7%	20.9%	20.1%	-1.2p.p	-0.4p.p
	Arrest rate	29.3%	24.8%	26.4%	4.5p.p	2.9p.p
	Rape and Serious Sexual offences	2,679	2,434	2,364	10.1%	13.3%
	Solved	182	173	158	5.2%	15.0%
	- % solved	6.8%	7.1%	6.7%	-0.3p.p	0.1p.p
	Charged	149	151	141	-1.3%	5.3%
	- % charged	5.6%	6.2%	6.0%	-0.6p.p	-0.5p.p

Table 10: Domestic Abuse and Rape and Serious sexual offence volumes, outcomes, arrests

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021. The date range for the long-term average was 01/01/2019 – 31/12/2021.

- 5.2 After an increase in Domestic abuse crimes in the second half of 2020, volumes of Domestic abuse have decreased in the last 12 months compared to the previous 12 months (-4.6%) and remained stable with the long-term average.
- 5.3 The rate and number of solved domestic abuse crimes has increased since the previous 12 months and long-term average and is now at 10.7%. We ascribe this to the continual improvement programme we have been undergoing under the DADG.
- 5.4 Volumes of Rape and Serious Sexual offences continue to increase compared to the previous 12 months and long-term average. This trend can be seen nationally - particularly with large volumes of historical crimes reported during the pandemic. Volumes of Rape and Serious Sexual offences in the last 12 months have increased 10.1% (an increase of 245 crimes) since the last previous 12 months and but has remained very stable since the previous reporting period (12 months ending September 2022).
- 5.5 With the increase in demand, solved rates of Rape and Serious Sexual offences have decreased since the previous 12 months and long-term average. However, the solved rate has increased slightly (from 6.2% to 6.8%) since the previous reporting period. Again, we ascribe this slight increase to our ongoing continuous improvement work.

Ongoing workstreams linked to VAWG Strategy:

- 5.6 Work continues to embed the national Operation Soteria principles into Rape & Serious Sexual Offence investigations, including engaging with learning events and other UK police forces to understand best practice.
- 5.7 Launch of the Operation Engage pilot, utilising specially trained and experienced officers to build rapport with victims of serious sexual offences and support them in a trauma informed way.
- 5.8 Work with the OPCCN to develop a program to capture the voice of victims of serious sexual offences, which will help to improve service design and delivery.
- 5.9 Work with the CPS to submit more files for early investigative advice to develop jointly agreed key lines of enquiry at the early stage of a serious sexual offence investigation.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Serious & organised crime disruptions (Disruptions against Tactical Vulnerabilities/Priority Individuals included)	269	64	Data not available	320.3%	Not applicable
	Serious & organised crime disruptions (Disruptions recorded against scored OCGs only)	122	63		93.7%	

Table 11: Serious and Organised crime disruptions (Tactical vulnerabilities/Priority individuals and scored OCGs)

The date range for the Last 12 months was 01/01/2022 – 31/12/2022. The date range for Previous 12 months was 01/01/2021 – 31/12/2021.

Area	Indicator	January 2023 only
Tackling crime	Live Serious and organised crime threats (Tactical Vulnerabilities/Priority Individuals and OCGs)	
	DRUGS	12
	MODERN SLAVERY AND HUMAN TRAFFICKING	3
	ACQUISITIVE CRIME	2
	NON-NATIONAL CONTROL STRATEGY	1
	OTHER	4
	Live Serious and organised crime threats (Disruptions recorded against scored OCGs only)	
	DRUGS	11
	MODERN SLAVERY AND HUMAN TRAFFICKING	2
	ACQUISITIVE CRIME	2
	NON-NATIONAL CONTROL STRATEGY	1
OTHER	3	

Table 12: Live Serious and Organised crime threats (Tactical vulnerabilities/Priority individuals and scored Organised Crime Groups)

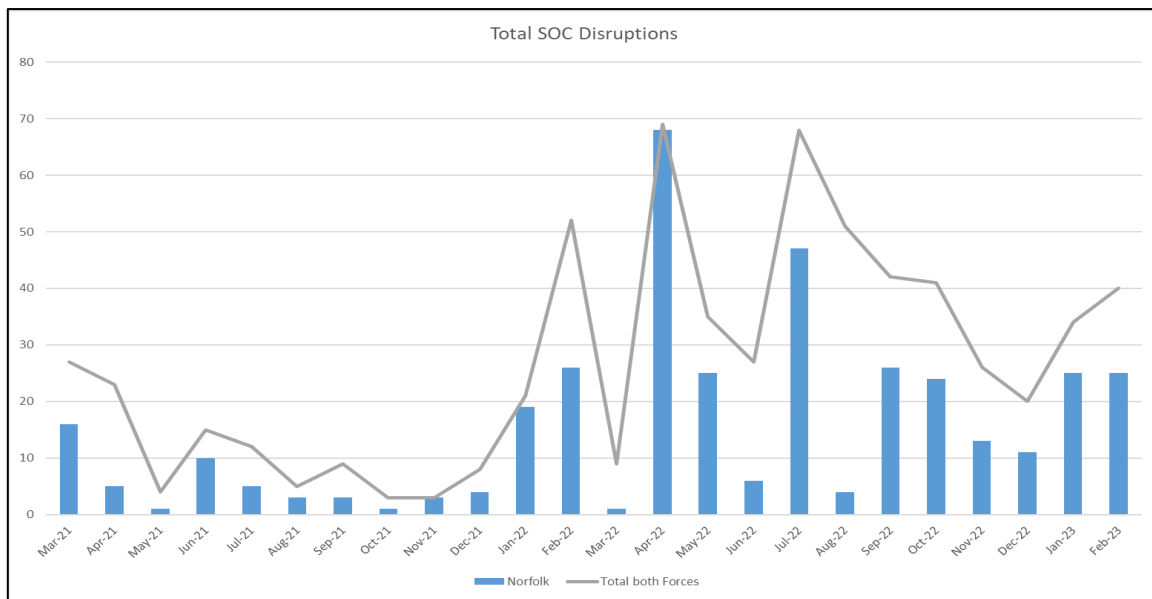


Table 13: Norfolk SOC disruptions - rolling two years for the period 01/03/2021 – 28/02/2023

Serious & Organised Crime update

- 5.10 A significant investment has been made in reviewing and refreshing the processes to claim disruptions which is a key measure of how the Constabulary makes an impact against Organised Crime Groups (OCGs).
- 5.11 The predominant crime time remains drugs, however poly-criminality is often identified in most OCG investigations.
- 5.12 Notable Results include:

- An OCG dismantled with the principal subject sentenced to eight years imprisonment for Conspiracy to Supply Class A drugs and then further

sentenced to four years imprisonment Conspiracy to supply Class B & C, to run concurrently.

- An OCG utilising the postal system to supply Class A and B drugs nationally was dismantled. The investigation provided evidence for a linked OCG operating in the Lancashire area and supported local enforcement.
- Wanted Norfolk OCG nominals from live operations tracked down in Europe and America utilising BBC Crimewatch appeal and International Liaison at the NCA.

Fraud Investigation update

- 5.13 Norfolk Constabulary will be assessing the benefit of a Fraud Assessment Unit to provide investigative support for serious and complex offences and to triage and advise on volume offences. Norfolk will continue to embed the Fraud Investigation Model (FIM) and strive to improve outcomes for victims.
- 5.14 The Constabulary’s response to High Harm fraud is victim focussed, with all who consent receiving support from the National Economic Crime Victim Care Unit (NECVCU). Victims identified as vulnerable receive further support through Operation Bodyguard at present, however this will be changing to the NECVCU Level 2 enhanced support later this year.
- 5.15 A national campaign regarding “courier” fraud is supported within Norfolk under Operation Radium. This involves treating incidents as a priority with a dedicated planned response, agreed banking protocol and regional working to identify offenders

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	County Lines closed following targeted investigation and enforcement charge/conviction of the line controller	17	18	Data not available	-5.6%	Not applicable
	Possession with intent to supply - arrests	272	322	341	-15.5%	-20.2%
	Concerned in supply of controlled drugs - arrests	298	307	385	-2.9%	-22.6%

Table 14: Closed County lines and Possession with intent to supply and concerned in supply of controlled drugs arrests

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021. The date range for the long-term average was 01/01/2019 – 31/12/2021.

- 5.16 The data provided in the table needs to be read in the context of a 63% decrease in the number of active county lines in Norfolk since November 2019 and, in contrast, a 17% increase in county lines activity nationally over the last year.
- 5.17 In Norfolk there are fewer active lines operating, however by analysing communications data we have been able to identify previously undetected lines and advance our enforcement work even further, thus maintaining robust charge and conviction rates. To date, 74 lines have been terminated, 82 people convicted of running lines in Norfolk, resulting in sentences totalling over 315 years in custody and cash seizures of over £145,000.
- 5.18 The reduction in lines closed reflects the positive picture in Norfolk which is reflected in lower figures for drugs supply arrests. The constabulary continues to proactively identify and target lines in the county and take every opportunity to disrupt and dismantle the organised crime networks behind them.

- 5.19 Between October and December 2022, eight more county lines have been closed, with charges being laid in all cases and guilty pleas already entered in three of those due to the strength of the evidence.
- 5.20 Norfolk Constabulary continues to work closely with partners to reduce drug use and deaths, prevent the exploitation of children and vulnerable adults, and minimise the opportunity for the drugs market to drive other crime types such as human trafficking, burglary, robbery and serious violence. This work reduces the impact of county lines on communities in Norfolk.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Tackling crime	Hare coursing incidents	165	200	301	-17.5%	-45.2%
	Farm machinery thefts	26	27	31	-3.7%	-16.1%
	Livestock worrying incidents	10	13	9	-23.1%	11.1%

Table 15: Hare coursing, Livestock worrying incidents and Farm machinery thefts

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021. The date range for the long-term average was 01/01/2019 – 31/12/2021.

- 5.21 Hare coursing incidents reported to police have continued to decline over the past 12 months. This is indicative of the continued good work of the Operation Randall Team and is frequently praised by landowners.
- 5.22 Whilst the farm machinery thefts have only reduced slightly in the previous 12 months this continues to reflect reductions against the long-term average.
- 5.23 Incidents of livestock worrying remain low although this is likely to be an under reported crime. Norfolk Constabulary continues to highlight this crime type to raise awareness and encourage responsible dog ownership.
- 5.24 The Constabulary have designed and implemented Operation Swordtail which is a response and investigation plan in relation to reports of unlawful hunting with dogs and associated saboteur activity.
- 5.25 The Constabulary has recruited a new Special Inspector to support the Community Safety Operational Unit (CSOU). This has proved to be particularly successful with an agreed focus on rural matters already resulting in wider rural awareness within the Special Constabulary. The support to the team has complemented the CSOU patrols which concentrate on areas of rural vulnerability and crime prevention opportunities especially around heritage sites.
- 5.26 During the last quarter, the Constabulary executed a joint warrant with the RSPCA as part of a national operation with regards to animal welfare resulting in the seizure of eight dogs.

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)

Area	Indicator	Snapshot of Q4 (made in
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	February 2023)
Persons on IOM Scheme	156
Age Under 18	0%
Age 18-24	18%
Age 25-34	38%
Age 35-49	35%
Age 50+	9%
Gender male	90%
Gender female	10%
Ethnicity – White	84%
Ethnicity – Black	16%
Persons on Scheme managed in the Community	51%
% Of people on IOM scheme that have committed offences in reporting period	31%
Persons in Breach on IOM scheme	32

Table 16: Persons on Integrated Offender Management scheme and demographics

6.2 During the reporting period, out of a current cohort of 156, 33 were charged with one or more offences. This means that 79% of the cohort have not been charged for an offence in this period.

6.3 The 33 charged with one or more offences had committed 147 offences between them.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Section 47 Strategy discussions (Child protection)	1,555	1,510	Data not available	3.0%	Not applicable
	Section 42 Planning discussions (Adult protection)	2,547	2,453		3.8%	
	Open Child exploitation cases - High Risk	74	69		7.2%	
	Open Child exploitation cases - Medium Risk	325	319		1.9%	
	Child Exploitation screenings	747	800		-6.6%	

Table 17: Section 47 and Section 42 discussions, Child exploitation cases by risk and Child Exploitation screenings
The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021.

6.4 The number of section 47 child protection strategy discussions and section 42 adult protection planning discussions have both increased slightly compared to the previous twelve months, but not by an amount that should be viewed as statistically significant.

6.5 The multi-agency child exploitation screening is now a mature process in Norfolk and the past year has seen a slight decrease in the total number of children screened. The number of both high and medium risk open cases has increased slightly, reflecting the long-term nature of much of this work.

Countywide Community Safety Partnership (CCSP)

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

- On the development of the Norfolk Drug and Alcohol Partnership.
- To deliver a Serious Violence Duty and Norfolk Drug and Alcohol Partnership Workshop Event.
- To deliver a Norfolk Against Scams Day at The Forum.

Norfolk Safeguarding Children Partnership (NSCP)

6.7 In the last quarter Norfolk Constabulary:

- Took part in a series of Thematic Panels designed to consider learning from the Section 11 of the Children Act self-assessments submitted in the previous quarter.

- Helped to deliver a joint NSCP/NSAB training event covering the exploitation of children & vulnerable adults.
- Delivered several webinars to over 1700 primary school pupils during Hate Crime Awareness Week.

Norfolk Safeguarding Adults Board (NSAB)

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

- Promote the online Introduction to Exploitation training package during National Safeguarding Adults Week.
- Review and update the Multi-Agency Safeguarding Adults Policy & Procedures documents.
- Produce a guide for frontline workers on working with interpreters.

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

Area	Indicator	Since inception (Sept'21)
Prevent offending	Perpetrators on DAPPA	14
	Perpetrators referred to Change	184
	Referrals made into DAPPA	13
	Meetings held	255
	Domestic Violence Disclosures (Clare's Law), prompted by DAPPA	28

Table 18: Perpetrators on Domestic Abuse Perpetrator Partnership Approach (DAPPA), referred to Change, referrals into DAPPA, Meetings held and DVDs prompted by DAPPA

- 6.9 The numbers of new referrals to Domestic Abuse Perpetrator Partnership Approach (DAPPA) have remained consistent on a month-to-month basis. The number of open cases and multi-agency meetings have also remained consistent.
- 6.10 Referrals to Change have dramatically increased because of a new process whereby all high-risk cases secondary risk assessed by DAST are automatically referred to Change for further triage around suitability.
- 6.11 The DAPPA team continue to monitor stalking cases and to provide guidance to investigating officers on cases where a stalking protection order should be considered. Stalking Prevention Orders have increased by 100% since DAPPA have been actively supporting (7 to 14).
- 6.12 Public Protection Unit (PPU) oversees the risks and management plans around registered sex offenders. Reoffending rates remain low; 1% of registered sex offenders have been recalled to prison for breaching the terms of their release, and less than 1% have been dealt with for re-offending.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Prevent offending	Out of court disposals (All crime)	4.4%	4.1%	4.5%	0.3p.p	-0.1p.p
	Referrals to Diversion schemes (Outcome 22)	0.6%	0.6%	Data not available	0.0p.p	Not applicable

Table 19: Out of court disposals (Outcomes 2, 2, 2A, 3, 3A, 6, 7 & 8 until 31/12/2021, outcomes 2, 2, 2A, 3, 3A & 8 from 01/12/2022) and Referrals to Diversion scheme

Area	Out of Court Disposal Type	Oct-22	Nov-22	Dec-22
Prevent offending	Conditional Caution Completed	96	72	102
	CARA/Red Snapper	64	47	32
	ADDER	30	39	29
	Red Snapper Referrals Premium Hub	19	41	22
	Red Snapper Referrals Standard Hub	70	57	52
	Breaches	5	14	7

Table 20: Breakdown of out of court disposals by type

- 6.13 The Evidence Review Officer pilot was introduced in December 22 to ensure consistency of the conditions being offered, to centralise the decision-making process, and to improve file and investigation standards.
- 6.14 Conditional Cautions and Red Snapper referrals have shown steady increase during the pilot and referrals have been made for Red Snapper courses for community resolutions to address low level offending such as ASB.
- 6.15 There are plans to increase the availability of Red Snapper premium courses which are based on the psychology behind the offending using strength-based questioning and Cognitive Behaviour Therapy (CBT). This provides a more in-depth report regarding suspect engagement. Work is ongoing to bridge gaps in provision.
- 6.16 There 24 new restorative justice champions in Norfolk to facilitate restorative practice on the frontline to support the work of the Restorative Justice hub. Referrals have increased to the team and will continue to do so as once conditional caution and community resolution cases are concluded; they are offered a referral to restorative justice.

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

Area	Indicator	Last 12 months
Prevent offending	Juveniles referred to Out of court disposal panel	316
	Juvenile outcomes from Out of court disposal panel	
	Returned to Police	3
	Children's services	16
	Other services	10
	Community Resolution	38
	Challenge 4 Change	176
	Youth Caution	24
	Youth Conditional Caution	14
Other outcomes	36	

Table 21: Juveniles referred to Out of court disposal panel and outcomes - The date range for the Last 12 months was 01/01/2022 – 31/12/2022.

- 6.17 The number of young people, aged between 10-17 years, entering the criminal justice system has continued to fall when reviewing data supplied by the Norfolk Youth Justice Board. The latest Norfolk figure of 122 per 100,000 is lower than the Eastern Region (131) and lower than the average for all England and Wales (142).
- 6.18 Between 1st January 2022 and 31st December 2022, 316 young people were referred to the Norfolk Youth Justice Service (NYJS):
- 176 received a Challenge 4 Change (C4C) outcome and
 - 38 received a Community Resolution.

- 6.19 An established Out of Court Disposal Panel has been developed and has been a key factor in securing the reduction in First Time Entrants (FTE) to the Criminal Justice System.
- 6.20 The panel has been developed to include representatives from NYJS, police, and other agencies to meet on a weekly basis to assess suitable cases and consider whether a diversion option is likely to be more effective and carried by NYJS or an appropriate agency, or whether a community resolution, Youth Caution / Conditional caution or court appearance are necessary and appropriate.
- 6.21 Key activity in the last quarter, NYJS and police are working with partners to ensure young people from ethnic minorities are not discriminated against and criminalised disproportionately. This includes the establishment of Racial Disparity in Youth Justice System working group to examine the reasons for any disproportionality and target areas for improvement across the wider system.

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

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

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

Area	Indicator	Last 12 months
Supporting victims	Receipt of written acknowledgement	38.5%
	Recording of needs assessment	46.3%
	Referrals to Victim support service	38.5%
	Provision of information about the investigation and prosecution	31.3%
	Offer of a Victim Personal Statement	5.2%
	Making of a Victim Personal Statement	0.4%
	Provision of information about the trial, trial process & your role as a witness	94.0%
	Provision of information about the outcome of the case and any appeals	95.2%
	To make a complaint about your rights not being met (VCOP only)	16

Table 22: Victims Code of Practice data, taken from monthly audits

- 7.2 An internal VCOP dashboard is now live and can be used across the organisation to review each VCOP right in turn and the relevant compliance levels down to individual level. The Constabulary has two dedicated officers to review the data for priority areas including written acknowledgement, victim personal statement (VPS), initial victims needs assessment (IVNA) and key updates to the victim. The reviews are in line with priorities from the victim sub-group and in agreement with the OPCC. Low compliance is highlighted by way of email to the officer/staff member and their supervisor.
- 7.3 Focus areas for the Victims Sub-Group in conjunction with the OPCC includes a communications strategy that has been developed prioritising the areas where performance improvement is most needed. Specific data on these rights are repeatedly scrutinised by the Sub-Group to ensure the constabulary are providing the best service possible to victims.
- 7.4 Internal communication messaging is being explored whereby the victims' voice (obtained by case studies and real-life victims' journeys) is used for new and existing officers and staff.
- 7.5 Work is underway to explore what the options are for improving support to VCOP compliance in Custody & Custody Investigation Units (CIU) teams.
- 7.6 The Constabulary is exploring opportunities to record short videos with regards to providing good evidence in court and what to expect when giving evidence. This is being done in discussion with Ipswich & Norwich Courts alongside some of the sessions provided by judges to the Learning & Development department for training purposes.

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

- 7.7 In the third quarter of 2022, the Operation Investigate team continued to support the Constabulary's district development days. Training delivered by the team focused on ensuring investigations were victim focused and evidence led to improve outcomes and victim satisfaction. Training in this quarter has also focused on widening knowledge and use of civil orders when seeking positive outcomes to obtain justice for victims.
- 7.8 The Operation Investigate team have supported the creation and development of the community support units; ensuring the training and delivery of the highest investigation standards within these teams, which will incorporate the new recruits joining the constabulary on the Police Constable Degree Apprenticeship.

- 7.9 The team have been involved in delivering training on the new bail legislation as well as the community resolution and conditional caution guidance.
- 7.10 County wide peer reviews and investigative audits are regularly carried out to support continuous investigation improvement at supervisory level.
- 7.11 During the last quarter, an Op Converter team has been created. The initiative involves the team engaging with offenders and working with them to identify further offences which they have committed and admitted, and which can be 'taken into consideration' at sentencing. The aim of this process is to give victims of crime reassurance that an offender has been dealt with for their crime and that the Police have taken every opportunity to achieve a positive outcome for the crime. The process also benefits the individual responsible allowing for greater rehabilitation opportunities and a fresh start following release from prison.

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

- 7.12 The OPCCN is working extensively with partners to commission services for victims of crime, as follows...
- 7.13 Norfolk and Suffolk Victim Care – jointly commissioned with the Office of the Police and Crime Commissioner for Suffolk.
- 7.14 Norfolk and Suffolk Victim care continues to evolve. As the provider of services to domestic abuse victims assessed as standard risk of further harm, work has been ongoing to improve joint working with the NIDAS service (see below). Areas of development for 2023/24 are improving engagement activity and development of a volunteer workforce to support this and deliver soe low risk case work.
- 7.15 Norfolk Integrated Domestic Abuse Service – jointly commission with Norfolk County Council, Broadland District Council, Norwich City Council and South Norfolk District Council.
- 7.16 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 affective access routes to services.
- 7.17 The OPCCN continues to develop the county wide response through funding for Sue Lambert Trust, the One-to-One Project and the Daisy Programme. Recently, police funding has been awarded to upgrade the facilities at the One-to-One Project. The OPCC is currently undertaking an end-to-end review of the support for sexual violence victims in the criminal justice system, involving those with lived experience, to inform future partnership plans. In 2023/24, there will be extensive engagement with by and for organisations in the county to develop further services for BAME and LGBTQ+ victims.

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

- 7.18 NIDAS has now been in place for 12 months, providing services for victims assessed as high and medium risk of harm.
- 7.19 During this twelve-month period, standardised policy and procedures have been put in place to ensure consistency of service across the county and service and the delivery model tweaked to address a waiting list for medium risk clients.
- 7.20 NIDAS is now operating without a waiting list.

- 7.21 Through specialist BAME and LGBTQ+ specialist workers, engagement with by and for groups is being undertaken to develop and improve the service to meet the needs of all clients in the county.
- 7.22 The development function for the service has now been established and a programme of training for professionals from funding partners has commenced.
- 7.23 In 2023/24, the priorities for development are Recovery Programmes and the Domestic Abuse Champion Network.

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

- 7.24 The current workload of the Victim & Witness Care Team (VAWS) continues to increase. Ongoing issues for the team include:
 - Trials being delayed or rescheduled at short notice. This creates extra work for the team having to rearrange attendance leading to dissatisfaction and disengagement from victims and witnesses. These challenges are not specific to Norfolk and are mirrored nationally
 - Recruitment is an ongoing issue. Several posts in the team are temporary and members of the team regularly move onto higher paid and permanent positions in the criminal justice system.
 - Lack of communication from agencies on decisions with cases can directly affect the Victim. Often the VAWS Team do not receive the updates from Court/CPS on outcomes to enable them to achieve Victim Code targets and to ensure Victims are aware of the outcome before it is reported in the Media.
 - A special measures advisor has been recruited into the VAWS team to scrutinise and identify opportunities for special measures applications for victims.

Objective 6: Safeguarding vulnerable victims of crime and ASB

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Supporting victims	High Risk ASB - County	7	16	9	-56.3%	-22.2%
	Domestic abuse crimes - Risk assessment: High	325	366	326	-11.2%	-0.3%
	Domestic abuse crimes - Risk assessment: Medium	6,539	6,393	6,034	2.3%	8.4%
	Domestic abuse crimes - Risk assessment: Standard	2,492	3,024	2,989	-17.6%	-16.6%
	Domestic abuse incidents - Risk assessment: High	86	79	83	8.9%	3.6%
	Domestic abuse incidents - Risk assessment: Medium	2,060	2,015	1993	2.2%	3.4%
	Domestic abuse incidents - Risk assessment: Standard	3,830	4,173	4404	-8.2%	-13.0%
	Domestic Violence disclosures (Clare's Law)	911	692	619	31.6%	47.2%
	Child sex offender disclosures	120	105	92	14.3%	30.4%
	SARC - ISVA supported clients	821	859	782	-4.4%	5.0%

Table 23: High Risk ASB Non-crimes by district, Domestic abuse crime and incidents by initial risk assessment, DVDs, CSODs and SARC – ISVA supported clients

Table 23 displays the number of Domestic abuse crimes and incidents by most recent risk assessment.

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021. The date range for the long-term average was 01/01/2019 – 31/12/2021.

- 7.25 ASB high-risk cases remains as an agenda item on monthly OPT supervisor meetings. All front-line officers have now received an additional training input from the problem-solving team around the requirement for initial safeguarding to be completed if they are completing a high risk ASB investigation rather than leaving for the OPT to carry out this work later. This reduces risk at the earliest opportunity.
- 7.26 Volume of Domestic Violence disclosures (DVDs) are increasing, both compared to the previous 12 months and the long-term average. This trend is also seen in Child sex offender disclosures (CSODs). Volumes of both DVDs and CSODs in the last 12

months (12 months ending December 2022) have increased slightly compared to the last reporting period (12 months ending September 2022). This is likely to be a continuing result of the schemes being made available for application online, as well as increasing awareness of both schemes.

- 7.27 The number of high and standard risk domestic abuse crimes fell against the previous twelve months and long-term averages whilst medium risk domestic abuse crimes rose. It is difficult to say exactly why this is, but quarterly fluctuations are to be expected and review has shown that cases are being accurately risk assessed at point of contact.
- 7.28 The number of victims being supported by the Independent Sexual Violence Advisor (ISVA) service was slightly lower than the previous twelve months but still up against the long-term average. This position continues to reflect the increasing number of rape and serious sexual offences being reported to the police as well as the ongoing court backlogs, meaning that victims require support for longer periods.
- 7.29 There has been a reduction in high-risk anti-social behaviour cases (correlating with the general reduction of recorded anti-social behaviour during this period). The numbers are not considered statistically significant.
- 7.30 The grading system for medium risk cases, reported upon previously, continues to be an incredibly helpful tool to prioritise safeguarding work within the medium risk domestic abuse cases. This has contributed to a significant reduction in the number of cases awaiting safeguarding support during the final quarter of 2022.
- 7.31 The Norfolk Constabulary Legal Services team are delivering training to Operational Partnership and Beat Managers around the application and use of civil orders having already completed a similar input for frontline teams.

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

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

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Killed/Seriously Injured collisions	395	357	385	10.6%	2.6%
	Vulnerable Killed/Seriously Injured collisions	198	180	194	10.0%	2.1%

Table 24: Killed/Seriously Injured and Vulnerable Killed/Seriously Injured The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated.

The date range for Previous 12 months was 01/01/2021 – 31/12/2021. The date range for the long-term average was 01/01/2019 – 31/12/2021.

- 8.2 There has been a slight increase in Killed or Seriously Injured collisions (KSIs) when compared to the long-term average and an increase compared to the previous 12 months. The previous 12 months has also seen a slight increase in Vulnerable KSIs compared to the previous 12 months, and long-term average.
- 8.3 During this quarter, Norfolk Constabulary has taken part in three NPCC led road safety campaigns, with the National Speed Operation taking place over two weeks in October from the 17th to the 30th, followed by the ‘No Insurance’ operation between the 21st and 27th of November. The speed campaign saw a total of 4,361 offences detected. The drink and drug drive campaign took place for the month of December with 875 vehicles stopped with 156 arrests – 59 for drug driving, 76 for drink driving, 12 failures to provide and 9 for being unfit through drink or drugs.
- 8.4 Officers from the Roads and Armed Policing Team along with the Road Casualty Reduction Team have been engaged in multi-agency days of action. The teams were on the A11 in Thetford on the 13th of October and the A47 at Honingham on the 11th of November. During these two action days a total of 78 vehicles were stopped or brought into the check site. 49 Traffic offence reports were issued for several offences with three arrests made, two associated to drug driving, and one for producing a fraudulent driving licence. Five vehicles were seized.
- 8.5 Norfolk Constabulary, in conjunction with key road safety partners is continuing to delivery road safety education to young people with ‘blind spot’ events, advising vulnerable road user groups of the dangers presented by larger vehicles. The Young Driver Education Coordinator continues to assist with this delivery in addition to Fatal4 education to young people aged 15-19 years delivering 52 sessions to 2,727 students along with 11 e-scooter presentations to 1,882 students.

Update on Fatal 4 enforcement

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>
October	124	125	349	6123	683
November	82	51	130	4551	531
December	49	30	136	3865	482
Total	255	206	615	14539	1696

Table 25: Fatal 4 - Traffic Offence Reports (TORs)

- 8.6 The table above sets out the number of traffic offence reports issued by uniformed officers during the fourth quarter of the calendar year. This shows a continuation of high levels of enforcement associated to fatal 4 offences, albeit a slight reduction against the previous quarter as the longer, winter nights arrived. Despite a decrease in fatal 4 TORs issued; this quarter saw an increase of over 160 TORs issued for other offences.

8.7 Progressing into 2023 the Safety Camera Partnership will be incorporating Community Speed Watch data into an interactive computerised system along with other data sources, to better guide and direct enforcement activities around excess speed issues across the county.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	ASB Environmental	610	617	921	-1.1%	-33.8%
	ASB Nuisance	7,522	7,533	8,750	-0.1%	-14.0%
	ASB Personal	1,911	215	2,866	-9.6%	-33.3%
	Burglary Residential	1,323	1,346	1,579	-1.7%	-16.2%
	Solved	125	107	139	16.8%	-10.1%
	- % solved	9.4%	7.9%	8.8%	1.5p.p	0.6p.p
	Vehicle crime	1,800	1,606	1,870	12.1%	-3.7%
	Solved	124	155	180	-20.0%	-31.8%
	- % solved	6.9%	9.7%	9.7%	-2.8p.p	-2.8p.p
	Theft of Vehicle crime	633	564	630	12.2%	0.5%
	Solved	66	81	89	-18.5%	-25.8%
	- % solved	10.4%	14.4%	14.1%	-4.0p.p	-3.7p.p
	Theft from Vehicle crime	967	808	1,020	19.7%	-5.2%
	Solved	35	60	68	-41.7%	-48.5%
	- % solved	3.6%	7.4%	6.7%	-3.8p.p	-3.1p.p
	Arson and Criminal Damage	7,143	7,052	7,272	1.3%	-1.8%
	Solved	795	739	853	7.6%	-6.8%
	- % solved	11.1%	10.5%	11.7%	0.6p.p	-0.6p.p
	Robbery	353	309	357	14.2%	-1.1%
	Solved	60	40	52	50.0%	15.4%
	- % solved	17.0%	12.9%	14.6%	4.1p.p	2.4p.p
	Hate crimes	1,324	1,409	1,334	-6.0%	-0.7%
	Solved	198	156	169	26.9%	17.2%
- % solved	15.0%	11.1%	12.7%	3.9p.p	2.3p.p	

Table 26: Neighbourhood crime (ASB by category, Burglary Residential, Vehicle crime, Arson and criminal Damage, Robbery and Hate crime)

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021. The date range for the long-term average was 01/01/2019 – 31/12/2021.

8.8 There was an increase in ASB CADs in the very early stages of social lockdown (April and May 2020), and since then there has been a downward trend in ASB incidents for all categories. Volumes of all ASB types have decreased in the last 12 months compared to previous 12 months and long-term average, though these decreases are getting smaller compared to the previous reporting period (12 months ending September 2022).

8.9 Operational Partnership Teams, (Police teams working alongside local authority partners) are actively engaged in tackling ASB and specifically focus on repeat victims, locations and offenders. During this period there has been training provided to these teams on the effective use of civil orders which can be used as a preventative tool and may have contributed towards reductions in reported anti-social behaviour.

8.10 Volumes of all Neighbourhood crime reduced prior to the Covid-19 pandemic, and this was most prominent in Residential Burglary. This trend was also apparent nationally. Volumes of Burglary Residential have remained stable since the last reporting period (12 months ending September 2022) and the last 12 months is still showing decreases compared to the previous 12 months (a decrease of -1.7%) and the long-term average (-16.2%).

8.11 There was also a downward trend in vehicle crime prior to the Covid-19 pandemic and this decrease became more pronounced through 2020. Volumes have been increasing in the last 12 months (12.1% compared to previous 12 months) but is still lower than pre-Covid-19 levels. Volumes in the last 12 months continue to show a decrease compared to the long-term average (-3.7%).

8.12 Arson, Criminal Damage and Robbery offences began to increase in 2021 and into 2022 as social restrictions were relaxed following suppressed numbers during Covid lockdowns. Volumes of Arson and Criminal Damage in the last 12 months show an increase compared to the previous 12 months (an increase of 1.3%) and are only -1.8% below the long-term average. Robbery in the last 12 months is showing increases compared to the previous 12 months (an increase of 14.2%) but still shows a slight

decrease against the long-term average (a decrease of -1.1%). What is pleasing to note is that the increase in volume of solved offences is proportionately greater than the increase in prevalence. Robbery offences are now being solved at a higher rate than the long-term average.

- 8.13 Volumes of Hate crime increased following the commencement of social restrictions linked to Covid-19 and while volumes have fluctuated, since then they have started to return to pre-Covid-19 levels. Police officers and staff continue to encourage reporting from victims of 'hidden' crimes, and those from parts of the community who may not typically report crime.
- 8.14 There has been a significant increase in the percentage of 'solved' Hate Crimes over the last 12 months and compared to the long-term average. This has coincided with a review into how Hate Incidents and Hate Crimes are recorded and investigated with a focus on investigative principles and identification of vulnerabilities. Hate Crime can be correlated to a rise or fall in community tensions but can also be considered an under reported crime so any increases or reductions must be viewed in context.

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

Area	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Safer and stronger communities	Mental Health Act Assessments conducted in custody	192	143	125	34.3%	Not applicable
	Athena investigations tagged for MH team to review	10,608	8,042	Data not available	Not applicable	Not applicable
	Persons detained under sec 136	463	625	564	-25.9%	-17.9%
	Section 135 warrants executed	62	77	69	-19.5%	-10.1%

Table 27: Mental health act (MHA) assessments in custody, Athena investigations tagged for Mental Health Team to review, Persons detained under section 136 and section 135 warrants issues

The date range for the Last 12 months was 01/01/2022 – 31/12/2022 unless otherwise stated. The date range for Previous 12 months was 01/01/2021 – 31/12/2021. The date range for the long-term average was 01/01/2019 – 31/12/2021.

- 8.15 MHA Assessments in custody have continued to increase over the past 12 months. The Constabulary continue to work closely with our partner agencies via Urgent and Emergency Care Steering Group to ensure that beds are located, and individuals moved from custody to hospital as quickly as possible.
- 8.16 S136 detentions and executed s135 warrants within the community continue to decrease. The reductions could be due to the Wellbeing Hubs across the county and Mental Health Joint Response Car becoming established. The car is now operational seven days a week between 1400 – 0200 and is bolstered by an additional car at weekends. Wellbeing hubs are now operational 7 days a week with sites in Thetford, Aylsham, Norwich, Kings Lynn & Gorleston. Both services are receiving police referrals.
- 8.17 Athena investigations reviewed by the Police Mental Health Team have increased over the last 12 months. All of these investigations are reviewed by a member of the team and emails sent to care teams or GP's where appropriate for early intervention where there are mental health concerns. The team also continue to deliver training fortnightly to frontline police officers with the focus being on crisis alternatives and the consultation with regards to the medical professional requirement of s136 MHA – which has seen a significant improvement and uptake.

Objective 4: Promote crime prevention initiatives

- 8.18 Continued, new or planned Crime Prevention Initiatives supported by Norfolk Constabulary during this quarter:

- 8.19 In response to an increase in catalytic converter thefts, a prevention and awareness raising campaign has been implemented. Activity has included press releases, social media posts and specific crime prevention and target hardening measures at identified vulnerable locations. This work continues under Operation Postern.
- 8.20 The Operation Bodyguard Police Support volunteers continue to support fraud victims across the county, including through the ongoing offer of fraud awareness talks to community groups.
- 8.21 As part of the constabulary's Violence Against Women and Girls strategy, targeted patrols continue to take place in areas with the highest numbers of recorded offences, and the areas that the public have told us through the Street Safe online reporting tool that they feel most unsafe. In December, the Community Policing Team began delivering specific Safer Spaces operations in Norwich, Great Yarmouth, and Kings Lynn, engaging with the public and giving out wallet cards to raise awareness of the Government Enough Campaign and the Street Safe public reporting tool. These operations will continue throughout 2023.
- 8.22 In October and November, the Community Safety Children and Young People Team supported Norfolk Fire and Rescue Service to deliver the Crucial Crew safety multi-agency education programme to 738 Year 6 pupils in schools across North Norfolk, and 351 Year 6 pupils in schools within the Great Yarmouth area. The team also hosted in October, two Hate Crime Awareness webinars for Year 6 pupils, reaching 1760 students. They also presented at the Norfolk Youth Advisory Board Anti-bullying conference in November.

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

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	177	177	184	0.0%	-3.8%
	Special Constabulary hours	43,666	41,068	49,890	6.3%	-12.5%
	Special Constabulary duties	6428	5833	7025	10.2%	-8.5%
	Special Constabulary events	607	386	603	57.3%	0.7%
	Police support volunteers establishments	116	120	125	-3.3%	-7.2%
	Police support volunteers hours	10,650	8838	10,287	20.5%	3.5%
	Police support volunteers duties	2553	2153	2583	18.6%	-1.2%
	Police support volunteers events*				Data not available	Not applicable

Table 28: Establishments, hours, duties and events for Special Constabulary and establishments, hours and duties for Police support volunteers - *Police support volunteer events are not recorded.

The date range for the Last 12 months was 01/10/2021 – 30/09/2022 unless otherwise noted. The date range for Previous 12 months was 01/10/2020 – 30/09/2021. The date range for the long-term average was 01/10/2018 – 30/09/2022.

Area	Indicator	April 2022 – December 2022
Safer and stronger communities	Cadet establishments (monthly average)	114
	Cadet hours	465
	Cadet duties	176
	Cadet events	50

Table 29: Establishments, hours, duties and events for Cadets

Area	Indicator	December 2022	December 2021
Safer and stronger communities	Community Speed watch - Schemes (current number)	101	99
	Community Speed watch - Members (current number)	910	1002
Area	Indicator	Last 12 months	Previous 12 months
Safer and stronger communities	Community Speed watch - Letters issued	17,142	15,225

Cadets

- 8.23 The Constabulary's flexible and continuous recruitment process has led to an increase in the number of Cadets, even after multiple leavers in this quarter.
- 8.24 There has been a steady increase in events and duties, however some units did more than others due to leader capacity being different in each Unit.
- 8.25 All units attended Remembrance Day Parades in their District, laying wreaths, and marching alongside other uniformed services. Cadets went on street patrols at Halloween, provided assistance at local events such as RUN Norwich 10k, and attended a Norwich City FC match after being given a talk and tour on crowd safety. Cadets also helped raise money for the East Anglian Air Ambulance.
- 8.26 Norfolk Police Cadets have networked with Youth Advisory Boards to ensure the Cadets across the county participate in having their voices heard on local decision making.
- 8.27 Cadets have had workshops from the Drones department, the Dog Handling team, and tours of the Police Investigation Centres (PICs).
- 8.28 Future activities will involve outdoor education/team building days, cultural visits, social action, and volunteering in the community at specific events.

Special Constables

- 8.29 The establishment of the Special Constabulary has remained constant, and is only slightly below the long-term average, with 177 attested officers.
- 8.30 In this reporting period, these officers have performed 43,666 hours for the constabulary, an increase from 41,068 hours in the previous reporting period.
- 8.31 When compared with data for the previous 12-month period, there has been a significant increase in the number of duties that members of the Special Constabulary have performed, and the number of events that they have supported in this reporting period.
- 8.32 Recent notable events supported by the Special Constabulary include Winter Court at Sandringham over the Christmas period.
- 8.33 Recruitment of new Special Constables is a continual programme due to expected turnover. The Constabulary have recently refreshed its recruitment approach with the publication of new posters. This has seen early positive results, with good levels of interest from members of the public registering their interest for our future recruitment information events. Recruitment information events are planned for January and March.

Police Support Volunteers (PSV)

- 8.34 Our Police Support Volunteers provide invaluable support to the Constabulary, delivering a broad range of activities including monitoring town centre CCTV systems, providing administrative support for Norfolk Neighbourhood Watch, looking after our Force Heritage collection, key functions which support the work of our Broads Beat Team, role playing in police officer training exercises, and transporting equipment and supplies across the county.
- 8.35 Whilst the number of registered Police Support Volunteers has fallen slightly since the last reporting period, the number of hours and duties that our volunteers have completed for the Constabulary has increased significantly.

Community Speed Watch

- 8.36 The numbers of Community Speed Watch (CSW) volunteers continue to increase since the last reporting period, with 910 members now registered compared with 874 in the previous reporting period. The number of schemes across the county has also increased, from 97 to 101. As a result of the work of these teams there have been 17,146 warning letters sent out to motorists. The work of the CSW schemes continues to guide and assist the safety camera partnership to proactively target speeding issues of public concern.
- 8.37 During November 2022 there was a high level of engagement from the CSW teams for the NPCC Road Safety Week. With 54 Teams volunteering resulting in 681 warning letters be generated for the week and teams committing to 114.5 hours of volunteering.

Information bulletin – questions arising to the PCC

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

This information bulletin summarises for the Panel both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of activity since the last Panel meeting.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 describes the Police and Crime Panel's role as including to "review or scrutinise decisions made, or other action taken, by the PCC". This is an opportunity for the Panel to publicly hold the Police and Crime Commissioner for Norfolk (PCC) to account for the full extent of their activities and decisions.

2. Summary of the PCC's decisions and activity since the last Panel meeting

- 2.1 A summary of both the decisions taken by the PCC and the range of his activity since the last Panel meeting are set out below.

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 19 April 2023, 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 19 April 2023, 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 ‘out-of-county’ activity since the previous Panel report:

Date	Activity
6 February 2023	Norfolk & Suffolk Criminal Justice Board Executive Group meeting
8 February 2023	S22a & Eastern Region Innovation Network (ERIN) update meeting
10 February 2023	National Transparency Portfolio Meeting
17 February 2023	Strategic Policing Requirement - APCC Briefing
21 February 2023	ERSOU CTP Counter Terrorism Local Profile (CTLP) Presentation
8 March 2023	Integrated Care Partnership & Health & Wellbeing Board meeting
15 March 2023	Probation Regional Partnership Forum
20 March 2023	Suffolk / Norfolk OPCC Meeting
22 March 2023	Norfolk & Suffolk Criminal Justice Board
29 March 2023	Local Criminal Justice Board chairs forum
4 April 2023	Police Race Action Plan - APCC

f) Other engagement activity since the previous Panel report:

Date	Activity
30 March 2023	‘Time to Talk’ session / Tour of the county (virtual)
14 April 2023	‘Time to Talk’ session / Tour of the county (in person, Downham Market)

g) Audit Committee

The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at the most recent meetings are set out at **Annex E** of this report.

h) PCC responses to inspections of Norfolk Constabulary published by Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

- Response to the December 2022 HMICFRS inspection [into how well the police and other agencies use digital forensics in their investigations](#).

i) Emergency services collaboration.

Norfolk County Council's Cabinet approved the PCC's request for membership of Cabinet (in respect of its role in exercising functions of the Fire & Rescue Authority only) when it met on 20 May 2019. View the Cabinet report and minutes [here](#).

- On [6 March 2023 Cabinet](#) resolved to:
 1. Agree the Norfolk Fire and Rescue Service Community Risk Management Plan 2023/26 (CRMP 23-26) Final Version as set out in Appendix A of the report;
 2. Recommend to full council that the CRMP 23-26 is adopted.

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.



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PCC's Decisions

The PCC's policy statement on decision making, updated on August 2020, can be read [here](#).

No PCC decision notices have been published since the previous meeting.

Summary of the PCC's activity

[PCC message during Holocaust Memorial Day](#)

Norfolk's Police and Crime Commissioner Giles Orpen-Smellie has released the following message for Holocaust Memorial Day.
27 January 2023

[Norfolk's PCC responds to the latest release of crime statistics data](#)

Norfolk's Police and Crime 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).
30 January 2023

[Norfolk's PCC poses your questions to the Chief Constable](#)

Norfolk's Police and Crime Commissioner (PCC) has held his first accountability meeting of 2023 with the Chief Constable and senior colleagues
2 February 2023

[Unanimous Panel support for new Norfolk policing budget](#)

Police and Crime Commissioner (PCC) Giles Orpen-Smellie's proposals for the 2023/24 Norfolk policing budget received a unanimous endorsement from the county's Police and Crime Panel.
6 February 2023

[One to One project invites PCC to newly refurbished counselling rooms](#)

King's Lynn-based charity, the One to One Project, welcomed Norfolk's Police and Crime Commissioner (PCC), Giles Orpen-Smellie, and Norfolk Constabulary's District Commander, Wesley Hornigold, on a tour of its newly refurbished counselling rooms.
23 February 2023

[Modern slavery and human trafficking continue to be tackled in Norfolk](#)

Foundations have been put in place to provide a Norfolk-wide approach to helping victims of human trafficking and modern-day slavery thanks to a scheme funded by the Office of the Police and Crime Commissioner for Norfolk (OPCCN).
3 March 2023

[Charity supporting child victims of sexual abuse receives vital cash boost](#)

A charity which helps support child victims of sexual abuse and their families has received a funding boost from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) – during its 10th anniversary year.
10 March 2023

['Time to talk' to your Police and Crime Commissioner - March 2023](#)

Residents of Norfolk 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.
21 March 2023

[PCC invites residents to pose policing and crime questions to Norfolk's Chief Constable for April Accountability meeting](#)

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. The quarterly PCC Accountability Meeting (PAM) will take

place on Wednesday, 19 April at the Office of the Police Crime Commissioner for Norfolk from 2pm to 5pm.
27 March 2023

Annex C

List of items discussed at the most recent PCC Accountability Meetings

Date: 19 April 2023	
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 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://www.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 5 July 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: 14 March 2023	
Subject	Summary
Public agenda	
Review and update the action log	
Internal Audit 2022/23 Summary of Internal Control	Report from Head of Internal Audit
Report on Corporate Governance Statement	Report from Chief Finance Officer
Forward Work Plan	Report from Chief Finance Officer
Private agenda	
Action Log and to approve the minutes of meeting held on 25 January 2023	(not published)
Fraud update	Report from Chief Finance Officer (not published)

Date: 18 April 2023	
Subject	Summary
Public agenda	
Review and update the action log	
Internal Audit 2022/23 Summary of Internal Control	Report from Head of Internal Audit
Interim Head of Internal Audit Opinion Report	
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)
Audit of Accounts update	Verbal update

The public reports can be viewed on the Commissioner's website at the following address [Audit Committee | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk)

The next Audit Committee meeting is scheduled to take place on 4 July 2023.

PCC Complaints Monitoring Report

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to consider the regular monitoring information from the PCC's Chief Executive and Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services) about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk (PCC).

1. Background

- 1.1 The Panel has delegated the Initial Handling of Complaints and Conduct Matters (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 2) to the PCC's Chief Executive, in consultation with a nominated member of the Panel.
- 1.2 The Panel has also delegated the resolution of other complaints (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 4) to Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services) for informal resolution, in consultation with a nominated member of the Panel.

2. Purpose of today's meeting

- 2.1 The PCC's Chief Executive and the County Council's Assistant Director of Governance (Democratic and Regulatory Services) agreed to provide the Panel with monitoring reports, at least annually, setting out the number and themes of complaints handled during the period.

3. Complaints relating to the PCC

- 3.1 The PCC's Chief Executive has confirmed that no complaints have been received since the Panel received its last monitoring report, when it met on 27 June 2023.

4. OPCCN Freedom of Information Requests

- 4.1 As background information for the Panel, the PCC's Chief Executive has also confirmed that since the Panel's last monitoring report, nine FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:
 - Correspondence received
 - Equalities
 - Surety Fiduciary Bonds
 - Expenditure/costs of the OPCCN

- Misconduct costs
- LQC costs
- Queries regarding precept
- PCC's comments regarding 20mph

Two of these FOI's, the queries regarding precept and the PCC's comments on 20 mph, had internal review requests. These were responded to by the Chief Executive.

- 4.2 The PCC's Chief Executive will attend the meeting to respond to any questions that the Panel may have.

5. Complaints and FOI requests relating to the Panel

- 5.1 Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services) has confirmed that no complaints relating to the Panel have been received during the reporting period. Neither have any FOI requests relating to the Panel been received.

6. Action

- 6.1 The Panel is recommended to consider the regular monitoring information.



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Complaints Policy Sub Panel – Update

Report from the Chair of the Sub Panel, Air Commodore Kevin Pellatt

The Panel is asked to consider an update from the Complaints Policy Sub Panel.

1. Background

- 1.1 In July 2014 the Government announced a review of the entire police complaints system, including the role, powers and funding of the then Independent Police Complaints Commission (IPCC) and the local role played by Police and Crime Commissioners (PCCs). The proposed reforms form part of the Policing and Crime Act 2017.
- 1.2 This Sub Panel was originally established as a task and finish group, to monitor the development of police integrity reforms and their implications. During the time it took to progress this legislation, the value of maintaining a small group of members with expertise in complaints matters (both relating to the implementation of reforms and PCC conduct complaints) became clear.
- 1.3 The Terms of Reference were refreshed in 2019 and the function of the Sub Panel is currently to: ensure that the PCP has a pool of nominated Members with a specialist knowledge on complaints matters who can advise the Panel accordingly; maintain oversight of the PCP's procedure for handling Police and Crime Commissioner (PCC) conduct complaints; monitor OPCCN's implementation of the Police Integrity Reforms set out in the Policing and Crime Act 2017.
- 1.4 The Panel endorsed these Terms of Reference and appointed the following members on 27 June 2022: Cllr Sarah Bütikofer, Cllr James Easter, Mr Peter Hill, Air Commodore Kevin Pellatt (re-elected as Chair for 2022-23), and Cllr Mike Smith-Clare.

2. Information reviewed by the Sub Panel

- 2.1 The Sub Panel met on 14 March 2023. A summary of the information reviewed is set out below.
- 2.2 Police Complaint Reviews
 - 2.2.1 The new legislation in relation to reviews of public complaints took effect from 1 February 2020. This changed the Relevant Review Body to Police and Crime Commissioners and the Independent Office for Police Conduct (IOPC), from the previous Relevant Appeals Body of the Appropriate Authority (the Chief Officer of a police force) and the IOPC.

- 2.2.2 It means that from 1 February 2020 anyone dissatisfied with the outcome of a complaint made against Norfolk Constabulary now has the right to request a review of that decision through the Office of the Police and Crime Commissioner for Norfolk (OPCCN). Details of that process are available to view on the [complaints](#) pages of OPCCN's website. Norfolk Constabulary's Professional Standards Department (PSD) will continue to handle existing appeals that were being investigated at the point of the new legislation coming into force (historic cases will still be referred to as appeals to avoid confusion).
- 2.2.3 At our 14 March 2023 meeting, OPCCN reported that it had received 153 reviews to date since 1st February 2020; 4 of which were not for OPCCN, 21 were not valid, 128 were valid and 19 had been upheld. Reasons for reviews not being valid included requests being made out of time or because they didn't meet the threshold criteria. Those that were valid were included incidents of incivility or not being kept updated on the progress of an investigation. Review requests were upheld where investigation showed that more could have been done and recommendations could be made. Any reviews relating to serious and complex matters were dealt with by the Independent Office for Police Conduct.
- 2.2.4 I have previously reported that benchmarking data from the Independent Office for Police Conduct (IOPC) is now being published. When we met on 14 March 2023 the comparative data showed that:
- For the reporting period of 1 April 2022 to 30 September 2022, OPCCN received 29 reviews which is the same as the Most Similar Force (MSF) average;
 - Norfolk OPCCN were conducting their reviews within 47 working days compared to the Most Similar Force (MSF) 73 working days and the national average was 68 working days;
 - OPCCN was upholding reviews in line with the national average, which indicated that the quality of investigation through a review is sound. Norfolk upheld 22% of its reviews over the reporting period with the national average being 20%.
- 2.2.5 We noted that while OPCCN's performance on conducting reviews remained excellent, the time taken to conduct reviews had lengthened slightly during the last reporting period. OPCCN explained that three reviews within the period had been complex and therefore taken a long time to investigate. The Sub Panel was reassured that reviews were being conducted thoroughly and that OPCCN was actively keeping individuals updated with progress.
- 2.3 Complaints Practitioners Working Group
- 2.3.1 The Sub Panel noted that there was no progress to report. OPCCN continues to network and liaise with colleagues around the country.
- 2.4 Police super-complaints
- 2.4.1 We noted that since our previous meeting, OPCCN had published one super complaint response. This had confirmed that recommendations relating to the police response to victims of sexual abuse from ethnic minority backgrounds and honour-based abuse had been accepted by the Constabulary and the PCC

continued to monitor progress through his existing governance framework. The recommendations related to training, development and best practice.

2.5 Police, Crime and Community Safety Plan

- 2.5.1 We noted that the PCC continued to discharge his statutory duties relating to monitoring and scrutinising the Constabulary's performance regarding complaint and conduct investigations through the Police, Crime and Community Safety Plan reporting framework.

2.6 Baroness Casey Review

- 2.6.1 The Sub Panel noted that a final report from the Baroness Casey review into the Metropolitan Police Service was expected to be published shortly. The review had been instigated to establish whether police leadership, recruitment, vetting, training, culture and communications supported the standards expected by the public. The implications for policing generally were likely to be significant. The Sub Panel also noted that the PCC was receiving regular communications from the Chief Constable on progress of the re-vetting of officers and staff.

2.7 Police Dismissal Review

- 2.7.1 We noted that consultation on any specific proposals arising from the Home Office review of police dismissals, following on from Baroness Casey's interim report and the Angiolini Inquiry, are expected to be consulted upon by the summer of 2023. We are grateful to OPCCN for committing to brief us on any implications.

2.9 Legally Qualified Chairs (LQC) Indemnification

- 2.9.1 In my last report, I highlighted that there was an ongoing issue with indemnification for LQCs. The Sub Panel noted that as a result of lobbying undertaken primarily by Norfolk's PCC through his national APCC lead role (transparency and accountability), the Home Office was considering potential solutions to resolve the matter.

2.10 Chief Constable Complaints

- 2.10.1 OPCCN confirmed there had been no Chief Constable complaints since the appointment of Paul Sanford as Chief Constable. Should any be received, Sub Panel Members would be briefed.

2.11 PCC conduct complaints

- 2.11.1 As previously reported, the Home Office has indicated that it intends to progress the implementation of new Regulations, which will give PCPs greater investigatory powers in relation to PCC conduct complaints. The Home Office has said it will further consider the PCC conduct complaints system as part of the PCC Role Review Stage 2 and it is possible that investigatory powers for PCPs will be incorporated within the outcomes of that piece of work. The Sub Panel will keep these matters under review and recommend any necessary amendments to our local procedure in due course.

3. Work programme

- 3.1 I raised for discussion the possibility of amending the Sub Panel's Terms of Reference to meeting approximately twice a year instead of four times.
- 3.2 Now that the Police and Crime Panel has moved to a programme of quarterly meetings and the PCC's performance monitoring report includes an update on police complaints under Pillar 2, reducing the minimum number of meetings to twice a year would enable a better balance in respect of the reporting burden on OPCCN and maintaining a pool of members with specialist knowledge on complaints matters. A September meeting would enable the Sub Panel to get together after members have been appointed at our AGM and then meeting in March would support members understanding of any changes or challenges six months on. Should anything significant arise in between, the Sub Panel's Chair could call an additional meeting.
- 3.3 The Sub Panel **agreed to recommend to the Police and Crime Panel** that our Terms of Reference should be amended, to state that it will meet approximately twice a year.
- 3.4 The next Sub Panel meeting is scheduled to take place on 7 September 2023.

4. Action

- 4.1 The Panel is asked to consider the update from the Complaints Policy Sub Panel.



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Norfolk Police and Crime Panel Annual Report 2022-23

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) review the draft annual report and confirm any changes required; and
- 2) approve publication of the Panel's annual report 2022-23.

1. Background

- 1.1 Members have previously agreed during informal discussions that the Panel should produce its own annual report. It was felt this would support the local community's understanding of the Panel, support appointed members in updating their local authorities about the Panel's activity and provide an opportunity for the Panel to reflect on its own progress.



2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to approve the publication of the Panel's fourth annual report, attached at **Annex 1** of this report.
- 2.2 While there is no requirement for Police and Crime Panels to publish an annual report, Members agreed that to do so would add value to their work and enhance existing communication about the Panel's activity.
- 2.3 The publication of an annual report also presents an ideal way of fulfilling the conditions of the Panel's Home Office grant agreement. In addition to submitting financial monitoring information with payment requests, host authorities must also provide narrative reports detailing progress against the following Key Performance Indicators identified by the Home Office:
 - a) The number of public meetings held;
 - b) Scrutiny documents and publications produced;
 - c) Engagement with the work of the Panel by members of the public and the Police and Crime Commissioner for Norfolk.

3. Action

3.1 The Panel is recommended to:

- 1) review the draft annual report and confirm any changes required; and
- 2) approve publication of the Panel's annual report 2022-23.

 <p>IN  TRAN communication for all</p>	<p>If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 0344 800 8011 (Textphone) and we will do our best to help.</p>
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Norfolk Police and Crime Panel



Annual Report 2022-23

Introduction & background

This is the fourth annual report of the [Norfolk Police and Crime Panel](#) (“the Panel”), which was established in 2012 in compliance with the Police Reform and Social Responsibility Act 2011. The report covers the Panel’s activities during the past year.

The [Police and Crime Commissioner](#) for Norfolk (“the Commissioner”) has responsibility for securing an efficient and effective police force for the area, setting objectives and the budget for Norfolk’s police force and holding the Chief Constable to account. In addition, the Commissioner has a duty to bring together Norfolk’s community safety and criminal justice partners to make sure local priorities are joined up, provide support services for victims of crime and get communities involved in keeping Norfolk safe. They may also commission services which contribute to the Police and Crime Plan.

The Panel’s role is to challenge and support the work of the Commissioner. It also has a role in handling complaints about the Commissioner’s conduct and confirming appointments the Commissioner makes to key posts, including the Chief Constable and senior members of staff.

Who’s who

The Panel comprises ten elected members from local authorities across Norfolk and two co-opted independent members.

Membership during 2022-23 was as follows:

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

Main Member	Substitute Member	Representing
Cllr William Richmond (Chair)	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 (Vice-Chair)	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

Panel activity during 2022-23

The Panel met formally four times during 2022-23. Copies of the [agenda and minutes](#) are available to view.

Our public meetings are the occasions on which we carry out our main responsibilities, set out in the Police Reform and Social Responsibility Act 2011. These are summarised below:

- To consider the Commissioner's proposed police precept (the amount that individuals contribute to the police budget through council tax).

The Panel voted to support the Commissioner's proposed maximum increase in the police precept for 2023/24. To inform our discussion, the Commissioner provided comprehensive information to support his proposal. This included an outline of the budget and financial impact of the 2022/23 precept proposal, his Medium-Term Financial Plan 2023/24 to 2026/27 including the Capital Programme, together with details of the various financial strategies that he is required to publish, as well as the result of his public consultation. A view from the Chief Constable was also included. Having asked the Commissioner questions about the information provided, and examined his proposal alongside public expectations of policing and the pressures facing the force, the Panel voted to support the increase. You can read the [letter from the Panel's Chair](#), formally reporting the Panel's decision, and the PCC's response.

- To monitor delivery of the Commissioner's Police and Crime Plan

The Commissioner must publish a Police and Crime Plan after they take office. This Plan must set out their policing and crime objectives, details of grants made to partners, the resources the Chief Constable will be given and how the Commissioner will hold them to account. We considered the Commissioner's draft Plan in

September 2021 and confirmed our support for it, prior to its implementation on 31 March 2022. Since then we have continued to monitor the progress the Commissioner is making towards meeting the objectives contained within it. For that purpose, the current Commissioner provides a report for each of our meetings, setting out progress against his priorities. Once a year, the Panel also reviews the Commissioner's draft annual report which covers progress against his whole plan. You can read our discussions in the minutes of our meetings.

- To review and scrutinise actions and decisions taken by the Commissioner

The Panel considers an information bulletin at each meeting, which summarises both the decisions taken by the Commissioner and the range of activity he has undertaken in the period between one meeting and the next. This provides an opportunity for the Panel to publicly hold the Commissioner to account for the full extent of his actions in a timely way. You can read the bulletins and the issues discussed by viewing our agendas and minutes.

- To handle PCC conduct complaints

One of the Panel's responsibilities is to deal with complaints about the Commissioner's conduct. Any complaints alleging criminal conduct (or which indicate criminal conduct may have occurred) by the Commissioner must be recorded, and then referred to the Independent Office for Police Conduct for investigation. Any other complaints are handled by the Panel, usually through informal resolution, which means encouraging, helping and bringing about the resolution of a complaint without going through legal or formal proceedings. You can find out more about the process [here](#). The Panel receives regular reports, which set out the number and themes of complaints handled during the period, as well as the main themes of Freedom of Information requests received both by the Commissioner's Office and Norfolk County Council in relation to the Panel. This allows the Panel to monitor the issues being raised and to ensure the complaints process is being carried out appropriately.

The Panel continues to take a special interest in Police Integrity Reforms set out in the Policing and Crime Act 2017. This Government policy was introduced to overhaul the police complaints and disciplinary system as a result of a loss of public confidence in policing following several high-profile police investigations. We have a permanent working group of five members, whose role is to maintain a specialist knowledge on complaints matters and advise the Panel accordingly. In addition to maintaining oversight of the Panel's procedure for handling conduct complaints about the Commissioner, it has monitored the development and implementation of the Police Integrity Reforms. Through that work, we have been able to not only improve our own complaints procedure but assist colleagues nationally, through delivering workshops and briefings on the reforms at regional network meetings and national Panel conferences. Regular updates provided by the working group's Chair are included in our agendas.

Panel development

Members appointed to the Panel get together at the beginning of each year, before the Annual General Meeting, for induction training about our role and functions. For those continuing in their position, this is an opportunity to refresh their knowledge

and share their views. Additional briefings have also been provided in advance of specific functions, such as consideration of the Commissioner's precept proposal. This ensures that we were fully prepared to challenge and support the Commissioner at our public meetings.

The Panel is a member of an Eastern Region Panel Network, which meets twice a year, and provides a forum for Chairs, Vice-Chairs and support officers to share information, problem solve and collaborate.

A national conference for Panels is convened each year and representatives from Norfolk regularly attend, having found this is another invaluable opportunity to learn about national policy development and challenges across policing, fire and the criminal justice sector. It also enables us to share experiences and good practice with colleagues from across the country. This year there was a focus on police misconduct and public confidence in policing. Panel members used the discussion points to challenge the PCC at a subsequent Panel meeting and we will keep the PCC's response under review.

In addition, the Panel is provided with a fortnightly round-up of policing and crime related news to ensure that we are kept up-to-date with national and local matters.

Public engagement

The Panel has a Public Question Time at each ordinary meeting, to enable the public to engage with the Panel and pose questions relating to its remit and functions. It is not a platform for the public to put questions to the Commissioner or the Chief Constable, both of whom have separate arrangements for discussion with the public. You can read our [public question time guidance](#).

The Commissioner has regular public meetings to hold the Chief Constable to account for Norfolk's policing service. These are held in public and people are welcome to attend and observe. The Commissioner also holds regular question and answer sessions for members of the public to receive policing updates for their district and put their questions, observations and concerns to him and the Chief Constable. Details are made available on the [Commissioner's website](#).

Home Office grant funding

The Home Office provides a grant of up to £64,340 to Norfolk County Council to maintain a Police and Crime Panel for the police force area. This is to cover the costs of administration (including support staff, specialist advice, recruitment of independent members, subscription to the Eastern Region Panel network) and member expenses (the cost of travel to attend Panel meetings, regional network meetings and the national conference, as well as any delegate fees). The Panel reviews its funding at each AGM and you can read the reports, which include the year-end returns submitted to the Home Office, through the previous link to our agendas and minutes.

While making sure that the Panel is effectively supported and developed, we aim to achieve value for money by minimising expenditure where possible. For example, public meetings take place at our host authority to keep costs to a minimum and ensure accessibility requirements are met. Our induction training and briefings are delivered by support officers from the host authority. On the whole, information is

circulated electronically and printed copies of agendas are provided only to main Panel members. Attendance at carefully selected external events is agreed at the beginning of each year, and we ensure the whole Panel benefits through formal and informal reports, which keeps everyone updated and signposts them to matters of interest.

The Chair and Vice-Chair regularly meet with the Commissioner and his leadership team. This provides an opportunity to discuss and plan future business, the content of agenda and reports, and keep each other informed of developments which may impact on our work. It allows the Panel to ensure that it is making the best use of everyone's time and the resources available.

Forward look

The Panel reviews and agrees a forward work plan at each meeting. This ensures that we deliver our functions in a timely way and means others know what we will be doing. You can see our latest forward work plan by selecting the most recently published agenda.

Following the Government's recent internal review of directly elected Police and Crime Commissioners, recommendations made by the Home Secretary to strengthen their role are being taken forward. We will continue to work with the Commissioner and his office to consider the implications as those longer term policy aspirations are delivered.

Further information

If you would like further information about the Norfolk Police and Crime Panel, please visit our [website](#) or contact Norfolk County Council on 0344 800 8020 or committees@norfolk.gov.uk



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.

Forward Work Programme

Date	Item	Attendees
6 July 2023, County Hall (timings to be confirmed)	Private induction/refresh session and workshop for Panel members	
11am, 17 July 2023, County Hall	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 Norfolk Police and Crime Panel funding Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable (subject to operational commitments)
11am, 30 October 2023, County Hall	PCC's 2022-23 Annual Report (Police, Crime and Community Safety Plan 2022-24 performance monitoring 4th quarter) Independent Custody Visitor Scheme Annual Report 2022-23 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 (subject to operational commitments)

January 2024 (To be confirmed)	Panel Member briefing – review of PCC’s precept proposal	
11am, 6 February 2024 County Hall	Review the PCC’s proposed precept for 2024-25 (the Panel must review and report by 8 February 2024) Police, Crime and Community Safety Plan 2022-24 performance monitoring Information bulletin – questions arising to the PCC National Police and Crime Panel Conference 2023 Forward Work Programme	Commissioner, supported by members of the Commissioner’s staff and Chief Constable (subject to operational commitments)
11am, 21 February 2024 County Hall	Reserve date – to review a revised precept for 2024-25, if vetoed (the Panel must review and report by 22 February 2024)	Commissioner, supported by members of the Commissioner’s staff and Chief Constable (subject to operational commitments)
early March 2024 (to be confirmed)	Police and Crime Commissioner for Norfolk’s end of term report Information bulletin – questions arising to the PCC PCC Complaints Monitoring Report Complaints Policy Sub-Panel – update Norfolk Police and Crime Panel Annual Report 2021-22 Forward Work Programme	Commissioner, supported by members of the Commissioner’s staff and Chief Constable (subject to operational commitments)
May 2024	PCC and Local Elections	

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

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2021-22: Cllr Sarah Bütikofer, Cllr James Easter, Mr Peter Hill, Air Commodore Kevin Pellatt (Chair), Cllr Mike Smith-Clare

Date of last meeting: 14 March 2023

Next meeting: 7 September 2023

PCP training and network events

- Eastern Region PCP Network: 19 September 2023 10am-1pm (in person, venue to be confirmed).
- 12th Annual Conference for P(F)CPs: Wednesday 8 and Thursday 9 November 2023.

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 June 2023
- 28 September 2023
- 7 December 2023

PCC Accountability Meetings are due to take place on the following dates and will include a public question and answer segment (details will be made available via OPCCN's website):

- 5 July 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.