

Norfolk Police and Crime Panel



Date: **Tuesday 2 February 2021**

Time: **10am**

Venue: **Virtual Meeting**

Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the Norfolk Police and Crime Panel meeting on 2 February 2021 will be held using Microsoft Teams.

[Please use this link to view the live meeting online.](#)

Members of the Panel and other attendees will be sent a separate link to join the meeting.

Panel Members are invited to a join a pre-meeting at 2pm on 29 January 2021. You will be sent a separate link for this.

Membership

Main Member	Substitute Member	Representing
Cllr Gordon Bambridge	Cllr Mark Robinson	Breckland District Council
Cllr Stuart Clancy	Cllr Peter Bulman	Broadland District Council
Cllr Mike Smith-Clare	Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Colin Manning	Cllr Brian Long	King's Lynn and West Norfolk Council
Cllr William Richmond	Cllr Michael Chenery of Horsburgh	Norfolk County Council
Cllr Martin Storey	Cllr Phillip Duigan	Norfolk County Council
Cllr Sarah Bütikofer	Cllr Dan Roper	Norfolk County Council

Cllr Tim Adams	Cllr John Toye	North Norfolk District Council
Cllr Kevin Maguire	Cllr Paul Kendrick	Norwich City Council
Cllr Michael Edney	Cllr James Easter	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 Chairman and ensure that it is done in a manner clearly visible to anyone present. The wishes of any individual not to be recorded or filmed must be appropriately respected.

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 1 December 2020.

(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 representatives 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 **Monday 25 January 2021**.

6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2021-22

To follow

To consider the PCC's precept proposal for 2021-22.

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

(Page **11**)

To consider an update from the PCC.

8. PCC Complaints Monitoring Report

(Page **44**)

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

9. Complaints Policy Sub Panel - Update

(Page **46**)

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

10. Information bulletin – questions arising to the PCC (Page **49**)

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

11. Work Programme (Page **61**)

To review the proposed work programme.

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Head of Paid Service
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Date Agenda Published: 25 January 2021



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Norfolk Police and Crime Panel

Minutes of the Meeting held on 1 December 2020 at 10am on Microsoft Teams (virtual Meeting)

Panel Members Present:

Cllr William Richmond (Chair)	Norfolk County Council
Air Commodore Kevin Pellatt (Vice-Chair)	Co-opted Independent Member
Cllr Gordon Bambridge	Breckland District Council
Cllr Sarah Butikofer	North Norfolk District Council
Cllr Stuart Clancy	Broadland District Council
Mr Peter Hill	Co-opted Independent Member
Cllr Colin Manning	King's Lynn and West Norfolk Borough Council
Cllr Mike Smith-Clare	Great Yarmouth Borough Council

Substitute Members present

Cllr John Toye for Cllr Tim Adams	North Norfolk District Council
Cllr Phillip Duigan for Cllr Martin Storey	Norfolk County Council
Cllr James Easter for Cllr Michael Edney	South Norfolk Council

Officers Present:

Simon Bailey	Chief Constable for Norfolk
Lorne Green	Police and Crime Commissioner for Norfolk (PCC)
Sharon Lister	Director of Performance and Scrutiny, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
Nicola Ledain	Democratic Support Officer, NCC
Jo Martin	Democratic Support and Scrutiny Team Manager, NCC
Jill Penn	Chief Finance Officer, OPCCN
Mark Stokes	Chief Executive, OPCCN
Gavin Thompson	Director of Policy and Commissioning, OPCCN

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

- 1.1 Apologies were received from Cllr Tim Adams (substituted by Cllr John Toye), Cllr Martin Storey (substituted by Cllr Phillip Duigan) and Cllr Michael Edney (substituted by Cllr James Easter).

2. Minutes

- 2.1 The minutes of the meeting held on 30 September 2020 were agreed as an

accurate record.

- 2.2 The PCC updated the Panel with respect to Operation #Impact. The OPCCN were working alongside Norfolk Constabulary and Norfolk Fire and Rescue Service and as part of the Christmas Drink Driving Campaign there would be a demonstration of a crashed car outside fire stations at Thetford, King's Lynn and Sprowston for one month. As part of this initiative, the #Impact branding would be used. There was also considerable work being undertaken to promote the #Impact branding online with planning starting of the live demonstrations, subject to Covid-19 restrictions.

3. Members to Declare any Interests

- 3.1 No interests were 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 for Norfolk's 2021/22 Precept Consultation

- 6.1. The Panel received the report outlining how the Office of the Police and Crime Commissioner (OPCCN) proposed consulting on the Commissioner's proposals and publishing the results.
- 6.2 The Chair thanked the PCC for providing the information outlined in the agenda and invited the PCC to introduce the report.
- 6.3 In introducing the report, the PCC highlighted the growing demands on policing and the growing complexity of investigations. He reported that the Chancellor's spending review in the last week announced that there would be a one year settlement grant of £520million gross (£420million net) and there had been a recent announcement of second tranche of police uplift where Norfolk expected to receive their share in next year which was welcomed. There had also been cap on policing precept of a maximum of £15 for band D property. The PCC was awaiting further discussion with the Chief Constable about the current demands on policing, so that he was able to deliver a balanced budget and one that was sensitive to demands on community and ensures safety of county. There were still uncertainties around Covid-19 and uncertainties with regards to the provisional police funding settlement which was due to be announced before Christmas break, but the consultation needed to begin.
- 6.4 The following points were discussed and noted:
- With reference to page 14, point 2.7, it was the hope and the intention for

there to be a virtual question and answer session on the precept consultation for each District in the County.

- The Chief Constable explained that the original worst-case deficit that had been reported was £7.5m. There had now been improvements as a result of pay inflation and inclusion of the pension grant, but also worsened by tax base change and collection fund deficit change. The revised worst-case position was a deficit of just over £4m, which was still substantial. There had been lengthy conversations with PCC about where the savings would come from, but with the Government commitment to the police officer uplift, there was restrictions where the savings could come from. The Chief reported that by the end of the current financial year there would be more officers in his employ (over 1700), but in terms of reducing deficit, savings could only come through non pay budgets and a reduction of staff numbers. The Chief stressed that it would be the most challenging budget setting round he would have gone through yet and as he was not able to reduce police numbers it meant that it was getting increasingly difficult to find savings.
- Central Government had reimbursed the Constabulary for personal protective equipment (PPE) which had been sourced themselves. There was now a central source which was at no cost to the Constabulary. Other expenses were also being reimbursed including loss of income. The Constabulary had lost a considerable amount of income in the first lockdown period of three months on driving course which individuals attend instead of receiving points or fines for a speeding offence. All speed awareness courses would take place online, for the foreseeable future. There wasn't a backlog of people waiting to undertake the course, but income had been lost which would be recovered from Government. There had also been indirect impacts such as the delay on the court system. However, Norfolk Constabulary had been judged one of most efficient forces in the Country. Collaboration with Suffolk and in the eastern region was good and the force continued to look for further opportunities to make efficiencies.
- The PCC confirmed that a £15 increase on a band D property would be 5.68%. He added that he hoped not to impose 5.69% on Norfolk households.
- The consultation would run from 14th December 2020 until 12th January 2021. Due to the budget figures becoming available at this time of year, it was inevitably going to run over through the Christmas holidays. As much as the PCC would like to extend the consultation period, it wasn't possible this year due to many factors. Time was needed once the consultation had ended to enable the results to be analysed and the consultation couldn't have started any earlier due to the uncertainties of the Covid pandemic and the recent lockdown.
- The Panel asked about impact of Covid and if the PCC was seeing a need to increase support for victims of domestic abuse, and whether this was a hidden cost of Covid. The PCC explained that domestic abuse was a hidden crime and a hidden impact on his budget. There had been

increased support received from Govt to help with this. The Chief Constable added that the impact on officer health and welfare as a result of hidden crimes was significant, as well as the financial impact. Any support from Local Authorities to tackle this would be very welcome.

- 6.3 The Panel **NOTED** the overview of the Police and Crime Commissioner's (PCC) 2021/22 precept consultation. The Chairman confirmed that details of the consultation would be circulated to Panel Members once it had been launched and asked Panel Members to encourage colleagues and constituents to respond.

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

- 7.1. The Panel received the report providing an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020 (Priority 1: Increase Visible Policing and Priority 4: Prevent Offending).

- 7.2 The Chair thanked the PCC for providing the information and the Police and Crime Commissioner introduced the report.

- 7.3 The PCC said highlighted that under the priority 'Increase Visible Policing' there was mention of operation uplift and he had provided Members with details of the new educational qualification that had become available. It meant that all new recruits were equipped with skills for the role. The PCC highlighted that there were a wide range of activities outlined with regards to the 'Prevent Offending' priority. The Strategic Framework had been in place for over a year and good progress was being made in that regard.

- 7.4 As part of the discussion, the following points were raised and noted;

- With reference to point 4.2.5 where additional police officers were being recruited, the Chief Constable explained that they would be deployed and focused to enable the Force to police the neighbourhood commitment. Their deployment was based on evidence where they were needed in order to fulfil the plans in place.
- The report stated that the number of special constables would increase in next 12 months to replace those that are becoming officers. The PCC encouraged the Panel to promote individuals to become a special Constable. The Chief Constable explained that the Covid pandemic had created a challenge of recruitment and training but there was a waiting list of people who wanted to join.
- On page 42, the rising number of online crimes over last 12 months was concerning The Chief confirmed that those identified statistics could include grooming allegations. He would report to the Panel before the next meeting to confirm the profile of those figures and confirm if a breakdown was possible.
- The Panel stated that the level of crime stated on page 42 was disturbing and something similar to the #impact campaign was needed for young

people to learn what wasn't an acceptable behaviour to have in their lives. The PCC explained that it was a broad social problem and wasn't just the responsibility of the Constabulary to prevent or enforce this. It needed joint working and multi-agency working to prevent this. Work was taking place as part of the Norfolk Countywide Community Safety Partnerships Scrutiny Sub-Panel.

- 7.5 The Panel **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020 and **REQUESTED** clarification on which crime types were covered by the online crimes performance metric and, if possible, whether a more detailed breakdown by online crime type could be made available.

8. Complaints Policy Sub Panel - Update

- 8.1 The Panel received the report giving an update from the Complaints Policy Sub Panel. Air Commodore Pellatt highlighted that there had been no PCC conduct complaints since the start of the Civic year which was encouraging news.
- 8.2 Air Commodore Pellatt highlighted 2.2.3 of the report where it was reported that there had 37 requests to review, 29 of those requests were valid, and 21 of those reviews had been completed.
- 8.3 It was also highlighted that a process to review a PCC conduct complaint had been agreed, should the need arise, given the current restrictions.
- 8.4 The Panel **NOTED** the update from the Complaints Policy Sub Panel

9. Information bulletin – questions arising to the PCC

- 9.1 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.
- 9.2 The Chair thanked OPCCN for extended information relating to PCC confidential conduct complaints.
- 9.3 The Panel **NOTED** the information bulletin.

10. Police (Fire) and Crime Panel Conference 2020

- 10.1 The Panel received the annexed report (10) which outlined the Police (Fire) and Crime Panel Conference which had taken place virtually and attended the Vice-Chair Air Commodore Kevin Pellatt, Mr Peter Hill and Mrs Jo Martin, Democratic Support and Scrutiny Manager.
- 10.2 The Vice-Chair reported that it was a very useful conference with some good key-note speakers and the workshops were very useful.
- 10.3 The Panel commented that in Leicestershire, a triage system had been set up

between a mental health nurse and the Constabulary and with the use of a car within the community, it saved hundreds of hours of police time, in working through the mental health and domestic issues. It was suggested to the Commissioner that it might be prudent to look at the model in order for it be applied in Norfolk, even in the short term. The PCC confirmed that there were a number of mental health professionals who were located in the Control Room at the Police Headquarters, and this number had increased since the PCC took office. There was also provision overnight to contact an off-duty mental health worker if the need arose. In an ideal world, the PCC confirmed that a triage system would be beneficial, but with Norfolk being the fifth biggest County geographically, it could pose a need for many triage professionals.


- 10.4 Phase two of the Police Foundation's Strategic Review of Policing would be undertaken in 2021. The Chair and Vice Chair would consider the second call for evidence and whether to make a response. The Panel would be informed.
- 10.5 There had been no formal response to the Home Office Review of the PCC role but Panel Members would be informed when information was known.
- 10.6 The Panel **NOTED** the report.

11. Forward work programme

- 11.1 The Panel received the forward work plan for the period January – December 2021.
- 11.2 The Panel **AGREED** the forward work programme.

The meeting ended at 11:10am.

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

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

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what 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 the 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 progress being made towards delivering the Plan, since its publication in March 2017.
- 2.2. At the Panel's 30 September 2020 meeting, members received an update on the activity being undertaken to deliver the Plan through the PCC's Annual Report.
- 2.3. Further progress against the following 2 priorities is outlined at **Annex 1** of this report:
 - a) Priority 5: support victims and reduce vulnerability (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 20 November 2019).
 - b) Priority 6: deliver a modern and innovative service (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 20 November 2019).
- 2.4. In addition to a description of progress against each strategic objective, performance reports from the Office of the Police and Crime Commissioner (OPCCN) now provide the Panel with the latest performance metrics. They also incorporate an update on commissioned services in those areas.

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.
- 3.2. After the PCC has presented his report, the Panel may wish to question him on the following areas:

Priority 5: support victims and reduce vulnerability

- 1) How the work being undertaken by the PCC is improving the overall experiences and outcomes for victims of crime, including:
 - a) Implementation of the new cross-county operating model for victim care services (Norfolk and Suffolk Victim Care Service).
 - b) The redesign of domestic abuse services, and their integration into existing safeguarding processes.
 - c) Implementation of the new restorative justice service, from April 2019, to meet expectations set out by the Ministry of Justice.
 - d) An update on progress with re-commissioning child sexual exploitation services for Looked After Children and how this connects with the new and developing Child Criminal Exploitation Team.
 - e) Any issues arising from monitoring compliance with the Victims

- Code.
- f) How the PCC is continuing to challenge the Constabulary's performance in respect of the number of cases where victims do not support prosecution.
 - g) How the PCC is continuing to challenge the Constabulary's performance in respect of the solved rate, particularly in relation to domestic abuse and serious sexual offences crimes.
 - h) How the PCC is enhancing support for victims of fraud and cyber crime.
- 2) How the PCC is leading a partnership approach to identify those at risk of victimisation and reduce their vulnerability, including:
- a) An update on progress with the development and commissioning of a programme of support for young people, in particular the Child Criminal Exploitation Team pilot and Norfolk Constabulary's contribution to the Norfolk Multi Agency Safeguarding Hub (MASH).
 - b) Any issues the PCC is keeping under review in respect of the Constabulary's support for children and young people, victims and those vulnerable to cybercrime and fraud, continued joint information-sharing and analysis between the Constabulary and County Council to identify the most vulnerable – especially in the area of domestic abuse.
 - c) How the PCC is holding the Constabulary to account for its contribution to the Prevent agenda and development of its response to online crime (both enforcement and education).
- 3) How the PCC is leading a partnership approach to deliver the most appropriate response to those in mental health crisis, including:
- a) An update on the impact of further OPCCN investment in the integrated mental health team.
 - b) Any issues the PCC is keeping under review in respect of the Constabulary's contribution to this objective, including: its contribution to the delivery of the Mental Health Crisis Care Concordat action plan, reducing Section 136 detentions and contribution to a partnership response to suicide intervention.
- 4) How the PCC is leading a partnership approach to reduce the impact of drugs and alcohol on communities, families and people at risk, including:
- a) An update on progress with the creation of a framework for joint working between OPCCN and Public Health.
 - b) The impact of the Constabulary's contribution to early help hubs.
 - c) The impact of the Constabulary's work in respect of County Lines activity and the targeting of organised crime groups.
- 5) How the PCC is leading a local approach to supporting and encouraging victims and witnesses to disclose traditionally under-reported crimes (including modern slavery, human trafficking, stalking and hate crime), including:
- a) The impact of OPCCN-led communication campaigns.
 - b) Any issues the PCC is keeping under review in respect of the

Constabulary's contribution to this objective, including: take-up of training by frontline officers, work being undertaken with communities to raise awareness and the impact of policing teams within the MASH.

- 6) How the PCC satisfies himself that the Constabulary is adequately safeguarding vulnerable victims (and if failings are found, how the PCC ensures the Constabulary has put improvements in place).
- 7) How the PCC is helping to build capacity in the Voluntary, Community and Social Enterprise sector to provide specialist support for a rising numbers of clients and minimise lengthy waiting times.
- 8) How service users are encouraged to provide feedback, and whether satisfaction levels compare favourably to previous years.
- 9) How victims' commissioning in Norfolk compares to other parts of the country.
- 10) An update on developments relating to PCCs oversight of the criminal justice system and how the PCC is working with criminal justice agencies to ensure that the system is working effectively as possible for victims, witnesses and offenders.


Priority 6: deliver a modern and innovative service

- 1) How the PCC is supporting the police by giving them the tools they need to fight and reduce crime, including his contribution to projects featuring in the current Change Programme (e.g. those projects which are supported by OPCCN early intervention funds or bids which will enable technical solutions to reduce crime and support victims).
- 2) How the PCC is supporting improved information-sharing across partner agencies.
- 3) Any issues the PCC is keeping under review, arising from the implementation of Norfolk 2020 - the new policing model for Norfolk – and the current Change Programme.

4. Action

4.1 The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what recommendations (if any) it wishes to make to the PCC.

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Office of the Police and Crime Commissioner

Norfolk Police and Crime Plan 2016-2020

Performance Monitoring Report

Summary:

This report provides the Panel with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020.

This plan will continue during 2021 due to the fact that the PCC 2020 elections were delayed because of the Coronavirus pandemic.

1. Background

1.1 The police and crime plan has been produced following a wide-ranging public consultation during 2016. The plan covers a four-year period until May 2020 but will be kept under review given the postponement of the PCC elections from May 2020 to May 2021.

2. Norfolk Police and Crime priorities

2.1 The plan sets out the Police and Crime Commissioner's seven strategic priorities as:

- *Increase visible policing*
 - Increase the number of volunteers in policing
 - Increase opportunities for the public to engage with the police and the PCC
 - Bring the community, including importantly young people, and the police together to develop more positive relationships
 - Give people an opportunity to influence policing priorities where they live
 - Increase public confidence and reduce fear of being a victim of crime
- *Support rural communities*
 - Prioritise rural crime with a greater commitment to new ideas and joined-up approaches
 - Increase confidence of rural communities
 - Increase levels of crime reporting in rural communities
- *Improve road safety*
 - Tackle dangerous driving through education and enforcement
 - Reduce speeding in rural villages and communities
 - Reduce killed and serious injury collisions caused by the Fatal 4 (speeding, using a mobile phone while driving, not wearing a seatbelt, driving while under the influence of drink or drugs)

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

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

 - *Deliver a modern and innovative service*
 - Support the police by giving them the tools they need to fight and reduce crime
 - Improve information technology network connectivity and invest in new technologies
 - Improve information sharing across partner agencies

 - *Good stewardship of taxpayers' money*
 - Deliver an efficient policing service, achieving value for money for all Norfolk residents
 - Join up emergency services and identify opportunities for further collaboration
 - Develop robust accountability frameworks and governance arrangements
- 2.2 Each strategic priority has a number of strategic objectives set against it along with a list of actions for both the Office of the Police and Crime Commissioner (OPCCN) and Norfolk Constabulary.
- 2.3 The OPCCN has developed a business delivery plan to manage and deliver their strategic actions within the police and crime plan.
- 2.4 Norfolk Constabulary has developed an operational policing plan in order to manage and deliver their strategic actions set within the police and crime plan.

3. Monitoring progress against plan priorities

- 3.1 Following the publication of this plan and the operational and business delivery plans, progress reports are prepared for internal and external accountability meetings.
- 3.2 Norfolk Constabulary provides the PCC with updates on the progress they are making with the police and crime plan through the Police Accountability Forums (PAFs) and public papers are available on the OPCCN website.
- 3.3 Due to the number of police and crime plan priorities, reports are provided on two themes at a time on a rolling basis so that a full year's coverage of all the priorities can be achieved.
- 3.4 This report outlines the progress that has been made in relation to two of the police and crime plan priorities since its publication in March 2017 and also includes details of commissioned services in these areas:
- a) Support victims and reduce vulnerability
 - b) Deliver a modern and innovative service
- 3.5 The plan also contains a full set of performance measures and, this information will be reported on an annual basis to the Police and Crime panel through the publication of the PCCs annual report.
- 3.6 Further performance papers will be scheduled throughout the duration of the Police and Crime plan.

4. Support victims and reduce vulnerability – Constabulary progress

- 4.1 This section of the paper provides an update on the progress being made by the Constabulary in addressing the significant issue domestic abuse represents for policing and sets out the purpose and remit of the new Domestic Abuse Delivery Group.
- 4.2 The current nationally agreed cross organisation definition of domestic abuse is:

'any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to:

- psychological
- physical
- sexual
- financial
- emotional'

- 4.3 On the 17th August 2020 the United Kingdom Government published an outline briefing concerning their revised prioritisation and approach to addressing domestic abuse.
- 4.4 Part of that information release was some key facts on the matter, that in the year ending March 2019, nationally, an estimated 2.4 million adults aged 16-74 years had experienced domestic abuse in the previous year, 1.6 million women and 786,000 men¹.
- 4.5 In Norfolk, the impact of domestic abuse reflects the national picture. Set against the three-year average figures, in the last 12 months;
- There has been a 35% increase in the number of crimes with a named victim of Domestic Abuse (this means 8297 unique victims in the last 12 months)²
 - There has been a 9 percentage-point increase in the proportion of all recorded crime identified as domestic abuse
 - There has been a 7 percentage-point increase in the proportion of victims who have previously reported domestic abuse (currently, this means that 36% of all victims are reporting that this is not the first time they have been subject to domestic abuse)
 - Over a quarter of all recorded crime in Norfolk is a consequence of domestic abuse. (the actual figure is 27%).
- 4.6 Despite considerable work to date by police and partners the long-term trend indicates an increasing volume of incidents being reported.
- 4.7 There is also a firmly-established evidence base to show that domestic abuse has a negative impact not only on the victim but also on any children living in a household where the abuse takes place. Research further shows that the impact on a child can last well into adult life.

Summary of the action taken to date

- 4.8 Domestic abuse has been identified through national policy and local crime reporting as an operational police priority for some considerable time.
- 4.9 The Police and Crime Commissioner acknowledged the importance of the issue when drawing up the current Police and Crime Plan (2016-2020) and ensured the matter was a priority with regular focus and review. In addition, they ensured it was also a key area for partnership working enhanced by commissioned services to support victims. An overview of the Office of the Police and Crime Commissioners engagement with partners is contained within the Police and Crime Commissioners Annual Report³.

¹ <https://www.gov.uk/government/publications/domestic-abuse-bill-2020-factsheets/statutory-definition-of-domestic-abuse-factsheet>

² A number of these victims have reported multiple crimes; therefore, the number of overall crimes is much higher at c. 13000)

³ <https://www.norfolk-pcc.gov.uk/news/pcc-publishes-latest-annual-report/>

- 4.10 In 2019 the Norfolk Chief Officer Team directed a review of the policing response to domestic abuse. The key finding of the report was that whilst the vast majority of officers understood their individual responsibility further work was needed to ensure staff understood the complete process and how various specialist supports worked together. The concern was that there was a possibility that victims could receive a disjointed service. This led to new guidance being developed that aimed to further improve the links between;
- the officers in the Multi Agency Support Hub (MASH) who work with partners to support victims
 - the Custody Investigation Unit that build the cases
 - the relevant Safer Neighbourhood Team who will support the risk management of the victim as well as oversee any directions given to the suspect after their release from custody.
- 4.11 The force wide ongoing programme aimed to improve the quality of crime investigation has also had a repeat focus around the area of domestic abuse including highlighting a number of case studies deriving from such crimes. The aim of this work has been to emphasise the importance of supporting victims to access ongoing services as well as ensure effective risk assessments in all cases, not just the ones that will lead to a criminal investigation.
- 4.12 The newly constituted Force Performance Meeting (FPM) chaired by the Deputy Chief Constable now has oversight of domestic abuse and the continued development of the police response ensuring the subject remains a priority across the organisation.

Next Steps

- 4.13 The FPM has directed that a Domestic Abuse Delivery Group (DADG) is created. The group, led by the Detective Chief Superintendent for Safeguarding and Investigations will report into the FPM as well as regularly briefing the Chief Officer Team on progress.
- 4.14 The Purpose of the group is to “*Ensure the most efficient and effective use of police resource in reducing the harm caused by Domestic Abuse in Norfolk*”. Whilst the FPM will maintain strategic oversight the DADG will be empowered to look at the tactical elements of the policing response with the opportunity to examine police activity in detail.
- 4.15 The DADG has a number of overarching objectives which include;
- Continue to embed the principle that policing domestic abuse is a core policing activity for all operational staff and to ensure staff have the best briefings, training and learning products to ensure a high-quality response.

- Identifying and establishing service standards for the end-to-end service delivery around domestic abuse.
 - Conducting regular review of the activities against the service standards to ensure they meet or exceed requirements across all teams to ensure consistency of approach.
 - To consider and evaluate innovative or emerging practices and implement those that are believed to have a significant positive impact on service standards.
- 4.16 The DADG will not look to replicate any of the effective multi-agency groups at which the Force is already represented as a participant, such as the Domestic Abuse and Sexual Violence Group (DASVG) which reports to the County Community Safety Partnership. Instead, the DADG's focus will be around the police internal response and the policing specific processes.
- 4.17 The first meeting of the new group took place in November 2020. The DADG has no formal timeframe or phases but will be for the foreseeable future meet monthly and develop a plan of action in line with its objectives.

Initial Focus

- 4.18 One of the first priorities of the work of the DADG will be to gather baseline data to understand in still greater detail the current process for dealing with domestic abuse. This will focus from the first call to the police through to the finalisation of the investigation with the victim and the suspect, and all the stages in between. The group hopes that by building a detailed understanding the most effective support can be offered to officers to improve service delivery.
- 4.19 In addition, DADG will work with Suffolk Constabulary colleagues to implement the new national College of Policing risk assessment process. This will replace the current methodology and has a stronger academic evidence base within its approach. This new product has been trialled in seven forces and formally evaluated. Officers report that it is easier to use with the evaluation phase finding more accurate assessments of risk took place when compared to existing methods. The College is also currently supporting early adopters of the new process. The aim is to have this new process up and running operationally in Norfolk by April 2021.
- 4.20 At the same time DADG will work with the management team for the Force Contact and Control Room to review the current operating procedures around domestic abuse calls.
- 4.21 The group will also look to quickly adopt and embed evidence-based service improvement opportunities and ensure they become part of the policing response. One straightforward example of this type of work, but an important one when considering the ramifications of the police response, was the briefing to staff that there is less traumatic impact on a child if the arrest of a parent takes place out of sight.

Review

4.22 The Deputy Chief Constable will review the work and progress of the DADG at the monthly FPM.

4.23 The lead for DADG will periodically present to the Norfolk Chief Officer Team around the work being undertaken and the emerging themes.

4.24 The Deputy Chief Constable and the DADG chair will ensure that the Police and Crime Commissioner and his office are kept updated on developments.

5. Support victims and reduce vulnerability – Commissioned Services update

5.1 This overview covers data for services commissioned using the OPCCN's Ministry of Justice grant and governed through the MOJ grant agreement and outcome framework. The OPCCN returns data through the framework bi-annually and the summary below comprises data for the mid-year return from October 2020. Services commissioned through the MOJ framework include:

- Norfolk and Suffolk Victim Care
- Norfolk and Suffolk Restorative Justice Hub
- Sexual Violence Services
- Domestic Abuse Services

5.2 The return also includes data for domestic abuse and sexual violence services funded utilising MOJ Covid 19 Extraordinary Funding.

5.3 MOJ Data Return

Service Type	Provider	Service Description	Victims referred/ supported		Waiting list/wait time	
Universal Victim Services						
Initial Referral and Support Services for Victims of Crime	Victim Support - Norfolk and Suffolk Victim Care Service	<p>Victim Support are co-commissioned by the Norfolk and Suffolk Police and Crime Commissioners Offices to provide a Victim Assessment and Referral Service along with low level practical and emotional support for victims and witnesses of crime to enable them to cope and recover.</p> <p>Case Managers support victims of crime including enhanced categories as laid out within the Terms and Conditions of the Grant Agreement. This service is for a 3 year + 2 years (optional) across both counties. The NSVCS has its own standalone website, Facebook Page and Twitter account so that victims can choose which platform suits them to either obtain information or comment. These are regularly monitored and updated to ensure there is appropriate content for all victims and those with protected characteristics.</p>	11,358	599	0	
Restorative Justice	Norfolk Constabulary – Restorative Justice Hub	This service is commissioned in conjunction with Suffolk OPCC to provide a Restorative Justice Service.	5	9	0	0
Total Victims			11,363	608	0	0
Sexual Violence Victim Services						

Counselling/therapy services	Sue Lambert Trust	The Sue Lambert Trust provides support for victims of sexual abuse/violence who are adults or adults who were child victims of sexual abuse/violence (historic cases - this equates to approx. 70% of their client base). The service provides support and counselling for both men/women and children, boy/girls aged 11 years and above. The Trust deliver counselling over short- and long-term periods, 1-2-1 grounding sessions, group work and telephone support. During the Covid Pandemic services have mainly been delivered (where safe to do so) by phone, WhatsApp, Skype and other mobile platforms.	12	23	17	0
Service Type	Provider	Service Description	Victims referred/ supported		Waiting list/wait time	
Other services for victims of sexual violence	Victim Support - Norfolk and Suffolk Victim Care Service	Full funding and service description detailed in row 14. Only disaggregated victim numbers provided.	189	79	0	
Covid 19 non-commissioned services	One to One Project and The Magdalene Group	Funded under the Extraordinary Fund to assist services supporting victims of Sexual Violence with additional costs incurred due to the ongoing Covid-19 pandemic. Funding is being used for additional staff hours to cope with the increased referral numbers, PPE, additional IT equipment to enable home/mobile working, adaptation and cleaning of office.	38	46	6	42
Total Victims			239	148	23	42

Domestic Abuse Victims Services

<p>Domestic violence specialist services:</p> <ul style="list-style-type: none"> - children - LGBT - BAME - ethnic groups - disabled people - females only - males only - elderly abuse 	<p>Victim Support - Norfolk and Suffolk Victim Care Service</p> <p>The Pandora Project</p> <p>Safelives - Spurgeons Children's Charity (CONNECT Project)</p> <p>South Norfolk District Council - Orwell Housing</p>	<p>Figures relate only to Victim Support as this is the service provided under the victim's fund.</p> <p>The Pandora Project provide support to victims of Domestic Abuse who are either standard or medium risk in the West of the County of Norfolk. Services are delivered to men, women, and boys/girls/children and young people.</p> <p>The Connect Programme is a multi-agency domestic abuse services pilot (consisting of Norwich City Council, Norfolk Constabulary, Adult Social Care, Public Health, and the Office of the Police and Crime Commissioner) in the City of Norwich. This pilot programme includes five interventions.</p> <p>South Norfolk District Council Early Help Hub Domestic Abuse Worker</p>	949	175	0	0
Service Type	Provider	Service Description	Victims referred/ supported		Waiting list/ wait time	
DA perpetrator programmes (whole family approach)	The Hampton Trust (Project CARA)	Project CARA (Conditional Cautioning and Relationship Abuse) developed and run by Hampshire Constabulary and The Hampton Trust, with the permission of the Director of the Public Prosecution (DPP), allows the Police to use out of court disposals, conditional cautions for reported first-time domestic abuse incidents. The perpetrator must comply with attending a short rehabilitative awareness programme which addresses abusive relationship behaviours. If the offender fails to comply, then they may face prosecution for the original offence. Acceptance to the DA Conditional Cautioning scheme must meet specific criteria as set by the Director of the Public Prosecution (DPP) and the Crown Prosecution Service (CPS).				

Family court domestic abuse support e.g. child arrangement hearings or obtaining protective orders						
IDVA provisions including: - Hospital based IDVA - IDVA family court support - Child IDVA (CHIDVA) (include the number of IDVA or CHIDVA posts the funding provides for in the description)	Leeway Domestic Abuse Services	<p>Leeway Domestic Abuse and Violence Services are commissioned to deliver the County's High Risk Independent Domestic Violence and Abuse service.</p> <p>This service includes safeguarding/planning for victim, practical and emotional support, 1-2-1 sessions, telephone support and guidance support (pre-trial, during, post) through the criminal justice system. The service supports both men and women and a dedicated male IDVA is available.</p> <p>The IDVA service is integrated in the Multi Agency Safeguarding Hub (MASH) and works seamlessly with partner agencies (statutory and non-statutory) to provide the best possible support and safety planning for high risk domestic abuse victims.</p>	1,100	970	0	0
Service Type	Provider	Service Description	Victims referred/ supported		Waiting list/ wait time	
Covid 19 non-commissioned services	Pandora Project, Daisy Programme, Spurgeons, Orwell Housing, Hope into Action, Norfolk Community Law	As per the Extraordinary Fund released by the MoJ this fund was used to support charities working with victims of domestic abuse with any additional costs incurred due to the Covid-19 pandemic. This funding was used for additional staff hours to cope with increased demand, PPE to comply with government regulations and additional IT equipment to enable home/mobile working.	330	286	63	53

	Service, Change Portfolio					
Total Numbers of Victims			2,379	1,431	63	53
Children's SARC						
Children's ISVA (CHISVA) (include the number of IDVA or CHISVA posts the funding provides for in the description)	The Harbour Centre - Norwich	This service is provided within the Harbour Centre SARC which is a co-commissioned service by Norfolk Constabulary and NHS England. It is not funded by the OPCC.				
Service Type	Provider	Service Description	Victims referred/ supported		Waiting list/wait time	

Counselling/therapy sessions	The Sue Lambert Trust	<p>This service is provided by the Sue Lambert Trust and forms part of their core grant agreement.</p> <p>For the purposes of this form budget is broken down between victims of CSA and Victims of Sexual Violence but it is one grant agreement.</p> <p>The overall Grant for the year is £180K and this is accounted for under the heading 'Services for Victims of Sexual Abuse' as denoted on Line 40</p>	46	107	61	287
Other services from CSA victims (include any services that have not already been listed)	Victim Support - Norfolk and Suffolk Victim Care Service	Provision falls within the main Norfolk and Suffolk Victim Care Service as above.	36	21	0	0
Total Numbers of Victims			82	128	61	287
Victims of Road Crime/Crashes						
Services for Victims of Road Crime	Victim Support - Norfolk and Suffolk Victim Care Service	Provision falls within the main Norfolk and Suffolk Victim Care Service as above.	13	1	0	0
Service Type	Provider	Service Description	Victims referred/ supported		Wait list/ wait time	

Services for Victims of Road Crashes	Victim Support - Norfolk and Suffolk Victim Care Service	Provision falls within the main Norfolk and Suffolk Victim Care Service.				
Total Numbers of Victims			13	1	0	0
Services for victims of Terrorism	Victim Support National Service	Provision falls within the National Service commissioned by MOJ and provided by Victim Support, and Cruse Bereavement. However, as our Norfolk and Suffolk Victim Care Service is also provided by Victim Support these victims are supported through local delivery once triaged through the national helpline. Full funding and service description detailed in row 14. Only disaggregated victim numbers provided.				
Total Numbers of Victims			0	0	0	0
Services for families bereaved by Homicide	Victim Support and Norfolk Constabulary	Provision falls under the national service commissioned by MOJ, provided by Victim Support. In force Family Liaison Officers are available. Full funding and service description detailed in row 14. Only disaggregated victim numbers provided. Family Liaison Officers are also provided by Norfolk Constabulary	1	0	0	0
Total Numbers of Victims			1	0	0	0
Service Type	Provider	Service Description	Victims referred/ supported	Waiting list/ wait time		

Other services for victims of crime	Victim Support – Scams Prevention Service	The Scams Prevention Service aims to prevent scams and support victims of Fraud by increasing awareness of scams in Norfolk to reduce the number of victims and prevent vulnerable victims from being revictimized by providing practical and emotional support to build their resilience to the future. Following the success of a one-year pilot the service was extended.	10209	336	0	0
Total Numbers of Victims			10,209	336	0	0

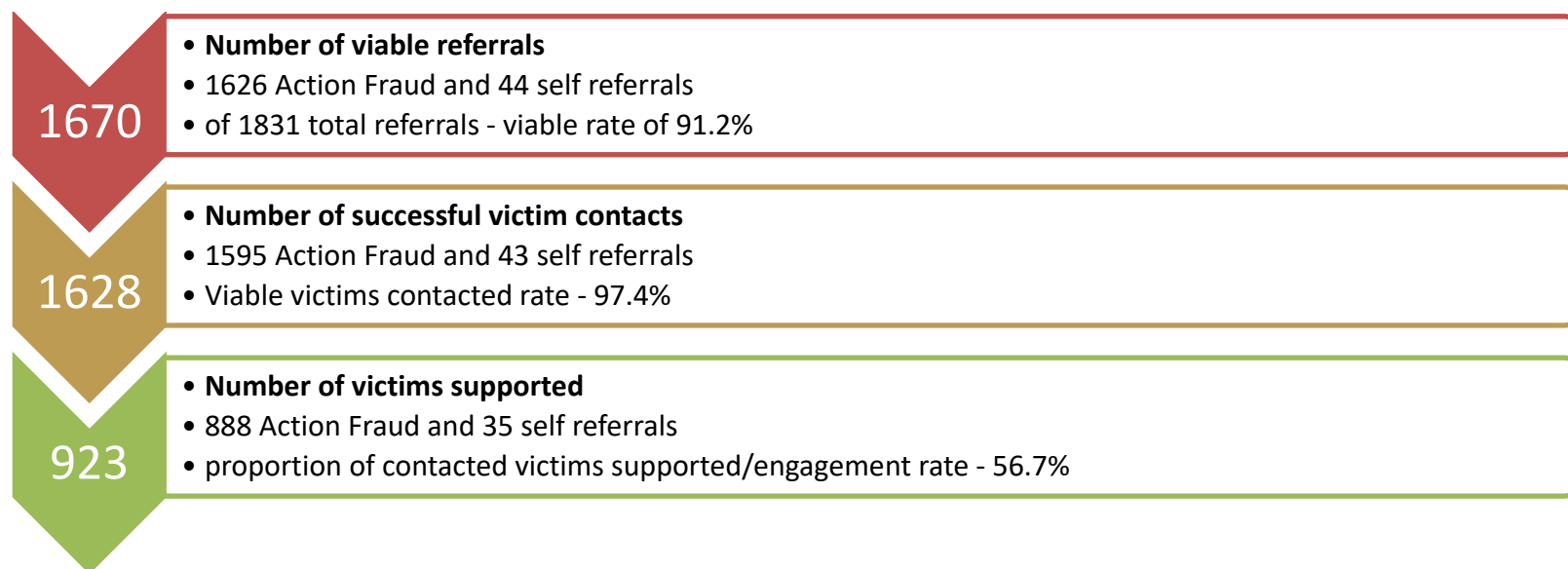
5.4 Scams Prevention Service

5.5 The Scam Prevention Service is a free and confidential service covering the whole of Norfolk for victims of scams and fraud. Norfolk and Suffolk Victim Care provide the service, working in partnership with Norfolk’s Police and Crime Commissioner, Norfolk Police and Norfolk County Council Trading Standards. The service offers specialist support to individuals that have been targeted by scammers to help prevent further victimisation of fraud.

5.6 The aims of the project are to:

1. Provide support to victims to prevent them becoming the victim of a scam again, including the organisation of home visits for the most vulnerable victims of fraud.
2. Provide a service integrated with Norfolk and Suffolk Victim Care to support victims to cope and recover from the victimisation.
3. Raise awareness of scams in Norfolk, particularly amongst vulnerable groups, to prevent further victimisation.
4. Implement a support model which ensures duplication in provision to victims of crime is prevented.
5. Contributing to strengthening the partnership response to scams across the public, private and third sector.

5.7 Service performance: Apr – Sep 2020



5.8 In April 2019, the Norfolk and Suffolk Victim Care Service launched the Norfolk Scams Prevention Service pilot, which was developed using learning from Operation Signature, Operation Bodyguard and the input of key stakeholders. The pilot received 1,883 referrals in a year, supporting 1,247 of these referrals, focusing on the most vulnerable. The service arranged and completed 75 home visits, whilst the remainder of supported people were provided with direct over the phone support and safety advice.

5.9 The pilot was continued in 2020/21 given the success of its first year. It supported 56.7% of successfully contacted victims and provided support to 923 victims between April 2020 and September 2020, putting it on course to provide more support to victims of fraud than its first year of service. The service has a range of support offers, catered to the victim's needs. The most frequent type of support offered is emotional support (885), followed by scam prevention information (485), providing scam prevention resources (253) and advocating for a victim on a range of topics (107). The service will also refer and signpost victims to other services that are able to support other needs the victims may have.

- 5.10 The service also collects information on impact of the service. Of the 508 victims who were asked, 92% said they had increased confidence identifying scams and had increased feelings of safety and security and 100% said the service had increased their ability to cope and recover from victimisation. Clearly the service users really value the support provided by the Scams Prevention Service.

Operating during the pandemic

- 5.11 This service was quickly able to adapt its model of delivery to make sure it was able to continue providing high quality support to victims of fraud under Covid-19 related restrictions. Much of the delivery model was provided remotely already, in that support to the majority of victims was provided remotely via telephone and the co-ordinator already had the equipment necessary to operate remotely. However, the home visits for the most vulnerable victims and engagement events with the public were not able to continue.
- 5.12 The service had been supported by Norfolk Special Constabulary, who would undertake home visits with victims of fraud on behalf of the Scam Prevention Service. Covid-19 related restrictions meant that this was no longer possible and all support had to be provided remotely, which the specials facilitated.
- 5.13 Engagement events have not been possible for the Scams Prevention Service because of Covid-19 restrictions. However, the Scams Prevention Service has continued to engage with the public on scams through its online and social media presence, ensuring that preventative messaging reaches members of the public. The Scams Prevention Service, along with other members of the Norfolk Against Scams Partnership promoted and helped design a social media campaign raising awareness of scams, how to stay safe from them, and the support available to victims in May and June 2020. This helped reach residents across Norfolk with important safety messages, at a time when fraudsters were using the pandemic to trick local people into parting with their money.

Demand for the service

- 5.14 Between December 2019 and November 2020, 4,500 frauds and cybercrimes were reported by people from Norfolk, with a reported loss of £16.6 million. 34% of Norfolk's victims were over the age of 60, which is proportionately higher than for other age groups. 39% of fraud and cyber-crime victims in Norfolk stated they wanted support. In addition to this group, who will be offered support via the Scams Prevention Service, victims of fraud are able to access support from the service without having to have reported fraud victimisation, which 44 people did between April and September 2020. This shows there is continued demand for the Scam Prevention Service in Norfolk.

6. Performance Measures – Support victims and reduce vulnerability

6.1 The following tables outlines the performance metrics for 2016-2020 both at county level and at district level:

		COUNTY			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Supporting victims and reduce vulnerability	% Cases where victims are not yet ready to support prosecution (Domestic Abuse)	62.9%	59.2%	3.7 p.p	
	% Cases where victims are not yet ready to support prosecution (Serious Sexual Offences)	54.5%	47.5%	7.1 p.p	
	% Cases where victims are not yet ready to support prosecution (Child Sexual Abuse)	37.2%	35.8%	1.4 p.p	
	Solved rate (Domestic Abuse)	9.3%	15.0%	-5.7 p.p	
	Solved rate (Rape)	4.4%	4.5%	-0.1 p.p	
	Solved rate (other Serious Sexual Offences)	9.1%	9.4%	-0.3 p.p	
	Solved rate (Child Sexual Abuse)	8.6%	9.9%	-1.3p.p	
	Solved rate (Hate Crime)	12.6%	17.0%	-4.4 p.p	
	% of all guilty pleas at First Hearing at Magistrates Court	***			

		KING'S LYNN & WEST NORFOLK			
Area	Indicator	Last 12 months	Long Term Averages	Difference	
Supporting victims and reduce vulnerability	% Cases where victims are not yet ready to support prosecution (Domestic Abuse)	63.0%	60.9%	2.1 p.p	
	% Cases where victims are not yet ready to support prosecution (Serious Sexual Offences)	47.4%	45.2%	2.2p.p	
	% Cases where victims are not yet ready to support prosecution (Child Sexual Abuse)	36.1%	32.9%	3.2 p.p	
	Solved rate (Domestic Abuse)	10.4%	15.4%	-5.0 p.p	
	Solved rate (Rape)	2.7%	6.6%	-3.9 p.p	
	Solved rate (other Serious Sexual Offences)	10.1%	13.2%	-3.1 p.p	
	Solved rate (Child Sexual Abuse)	8.2%	11.7%	-3.5 p.p	
	Solved rate (Hate Crime)	14.9%	18.3%	-3.4 p.p	

		BRECKLAND		
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims are not yet ready to support prosecution (Domestic Abuse)	63.9%	56.1%	7.8 p.p
	% Cases where victims are not yet ready to support prosecution (Serious Sexual Offences)	65.6%	47.1%	18.4 p.p
	% Cases where victims are not yet ready to support prosecution (Child Sexual Abuse)	53.1%	38.0%	15.1 p.p
	Solved rate (Domestic Abuse)	8.6%	16.5%	-7.9 p.p
	Solved rate (Rape)	2.3%	4.1%	-1.8 p.p
	Solved rate (other Serious Sexual Offences)	12.3%	9.2%	3.1 p.p
	Solved rate (Child Sexual Abuse)	8.0%	10.6%	-2.6 p.p
Solved rate (Hate Crime)	12.2%	12.5%	-0.3 p.p	

		NORTH NORFOLK		
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims are not yet ready to support prosecution (Domestic Abuse)	56.7%	57.2%	-0.5 p.p
	% Cases where victims are not yet ready to support prosecution (Serious Sexual Offences)	48.8%	45.5%	3.3 p.p
	% Cases where victims are not yet ready to support prosecution (Child Sexual Abuse)	34.3%	40.6%	-6.3 p.p
	Solved rate (Domestic Abuse)	7.4%	14.4%	-7.0 p.p
	Solved rate (Rape)	7.4%	5.0%	2.4 p.p
	Solved rate (other Serious Sexual Offences)	6.6%	9.7%	-3.1 p.p
	Solved rate (Child Sexual Abuse)	12.7%	11.8%	0.9 p.p
Solved rate (Hate Crime)	12.7%	21.2%	-8.5 p.p	

		SOUTH NORFOLK		
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims are not yet ready to support prosecution (Domestic Abuse)	59.8%	54.8%	5.0 p.p
	% Cases where victims are not yet ready to support prosecution (Serious Sexual Offences)	54.1%	49.2%	4.9 p.p
	% Cases where victims are not yet ready to support prosecution (Child Sexual Abuse)	32.9%	36.0%	3.1 p.p
	Solved rate (Domestic Abuse)	8.9%	14.3%	-5.4 p.p
	Solved rate (Rape)	2.3%	3.9%	-1.6 p.p
	Solved rate (other Serious Sexual Offences)	11.5%	6.5%	5.0 p.p
	Solved rate (Child Sexual Abuse)	6.8%	6.2%	0.6 p.p
	Solved rate (Hate Crime)	18.6%	18.6%	No change

		BROADLAND		
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims are not yet ready to support prosecution (Domestic Abuse)	66.3%	59.9%	6.4 p.p
	% Cases where victims are not yet ready to support prosecution (Serious Sexual Offences)	50.9%	42.1%	8.8 p.p
	% Cases where victims are not yet ready to support prosecution (Child Sexual Abuse)	27.4%	29.8%	2.4 p.p
	Solved rate (Domestic Abuse)	8.0%	12.9%	-4.9 p.p
	Solved rate (Rape)	2.2%	4.9%	-2.7 p.p
	Solved rate (other Serious Sexual Offences)	5.5%	6.4%	-0.9 p.p
	Solved rate (Child Sexual Abuse)	7.8%	8.5%	-0.7 p.p
	Solved rate (Hate Crime)	13.0%	20.7%	-7.7 p.p

		NORWICH		
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims are not yet ready to support prosecution (Domestic Abuse)	61.4%	59.3%	2.1 p.p
	% Cases where victims are not yet ready to support prosecution (Serious Sexual Offences)	56.1%	50.8%	5.3 p.p
	% Cases where victims are not yet ready to support prosecution (Child Sexual Abuse)	36.3%	36.7%	-0.4 p.p
	Solved rate (Domestic Abuse)	11.3%	14.4%	-3.1 p.p
	Solved rate (Rape)	5.8%	3.9%	1.9 p.p
	Solved rate (other Serious Sexual Offences)	8.8%	9.6%	-0.8 p.p
	Solved rate (Child Sexual Abuse)	8.8%	10.7%	-1.9 p.p
	Solved rate (Hate Crime)	12.1%	15.2%	-3.1 p.p

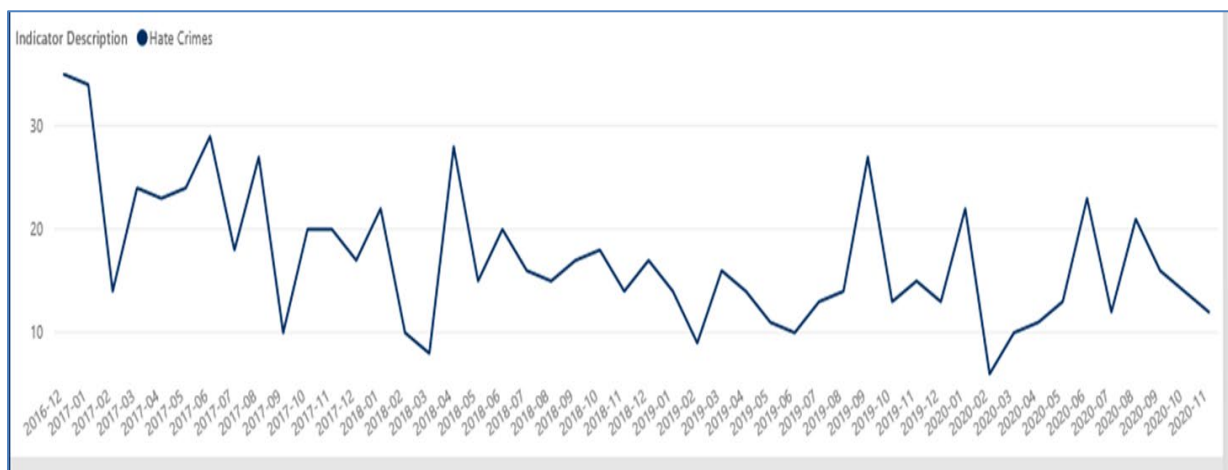
		GREAT YARMOUTH		
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims are not yet ready to support prosecution (Domestic Abuse)	67.9%	63.4%	4.5 p.p
	% Cases where victims are not yet ready to support prosecution (Serious Sexual Offences)	57.1%	48.6%	8.5 p.p
	% Cases where victims are not yet ready to support prosecution (Child Sexual Abuse)	38.9%	35.9%	3.0 p.p
	Solved rate (Domestic Abuse)	8.5%	16.2%	-7.7 p.p
	Solved rate (Rape)	4.9%	3.5%	1.4 p.p
	Solved rate (other Serious Sexual Offences)	6.2%	8.2%	-2.0 p.p
	Solved rate (Child Sexual Abuse)	6.9%	7.8%	-0.9 p.p
	Solved rate (Hate Crime)	8.7%	19.5%	-10.8 p.p

6.2 The percentage of victims not yet ready to support an investigation has increased significantly over the last few years, for a range of potential reasons some of which are set out below. This has an impact on solved rates in that while the constabulary will always seek an evidence-led prosecution where

there is an option to do so and it is in the public interest, this can be very challenging if the victim does not feel able to provide key information to officers.

- 6.3 Deterioration in solved rates for some crime types will also have some correlation with the increases in recorded crime in a number of areas (there has been a 32.5% increase in recorded domestic abuse crimes and 11.5% increase in recorded rape offences, based on the last 12 months when compared with the LTA).
- 6.4 As an important caveat, some of the increase in recorded rape offences in the early part of 2020 relates to an updating of records from previous years. These investigations appear for statistical purposes to have been recorded in 2020 but were in fact concluded before then. The reason for ensuring that the historic crime is recorded on the current force crime database means that it is accessible and sharable which maximises its investigation potential.
- 6.5 The reasons for the rise in victims not feeling ready to support prosecution are complex and vary between crime types. Recent analysis however provides some context;
- For some it is the impact and trauma of having to “re-live” the event.
 - Another factor is the perceived potential impact on their current relationship around the disclosure of the information.
 - In approximately 20% of cases victims were wanting to contact police for the purpose of making them aware of the offence as opposed to wanting to pursue an investigation.
- 6.6 With regards to solved rate specifically, the same analysis indicates that a time lapse between a rape offence occurring and being reported does not have a noticeable impact on the final outcome, whereas for other serious sexual offences there does appear to be some correlation between offences reported with a slight delay and a final positive outcome.
- 6.7 It is important to note the impact that social restrictions have likely had on recorded crime levels for vulnerability-based crimes. Trends were closely monitored at the height of those restrictions and have continued to be monitored through normal governance processes since then. At the start of the first lockdown, recorded rape and serious sexual offences dropped to the lowest reporting levels since February 2019 and stayed below the 12-month average until August.
- 6.8 Since the end of lockdown numbers have increased significantly and are now on par with recording levels prior to the first lockdown. Reasons for the reduction in these recorded crimes are varied, but it is widely recognised that actual or perceived difficulties accessing support networks (either formal or informal) may have impacted a victim’s decision to report an offence.

- 6.9 It should be noted that the ability to report domestic abuse over the lock down period will likely have been impacted where the victim was living with the offender. That said, crime reporting over the same period merely showed a levelling off between February and May, before the rate increased again over the summer period. This is in the context of a persistent increase in Domestic Abuse in the preceding years.
- 6.10 As well as impacting the level of crimes recorded, the impact of social restrictions on conducting investigations is also a factor to consider. For instance, conducting face to face interviews or taking victim personal statements with social restrictions in mind is likely to have been a different experience for officers, victims and suspects, and could reasonably affect that effectiveness of those processes. Another relevant factor has been the impact of the pandemic on other elements of the Criminal Justice System notably the courts and the Crown Prosecution Service. Backlogs in both have meant that cases that would otherwise have been charged by now, are instead still awaiting a decision which has a negative effect on reported solved rates. It is likely that this situation will continue for some significant time to come.
- 6.11 Hate crime has also been heavily impacted by social changes this year, most notably since the Black Lives Matter movement grew after the death of George Floyd in America. There were an additional 220 hate crimes recorded over the last 12 months compared to the long-term average and whilst the number of hate crimes with a positive outcome remained stable, this means that the solved rate reduced over the same period. The chart below shows the number of solved hate crimes over time⁴.



7. Deliver a modern and innovative service – Constabulary progress

- 7.1 There is an expectation on policing from the Home Office and Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) that Constabularies will make best use of technology to support their local policing

⁴ Solved rate is calculated by dividing the number of positive outcomes in a distinct period by the number of crimes recorded over the same period. This means that the solved rate is unaffected by crimes still awaiting outcomes and provides a representation of our ability to solve crimes against a backdrop of growing demand.

requirement. The Norfolk Police and Crime Commissioner (PCC) has also marked this as an area of focus within the current Police and Crime Plan.

- 7.2 In Norfolk the PCC has already supported the greater use of technology in policing through the funding for the use of drones and electronic tablets for front line officers. The tablets issued allowed an officer to access some force systems (e.g. the Force's Command and Control system that logs calls for service from the public) without having to return to the police station.
- 7.3 Locally the joint Norfolk and Suffolk Information Computer Technology (ICT) department have developed a digital strategy. In summary its intention is to ensure;
- A transformed digital policing service will make it easier and more consistent for the public to make digital contact
 - Improve Police use of technology to legitimately access required information from anywhere and capture evidence and intelligence whilst ensuring we can transfer all material in a digital format through to the criminal justice system safely and securely.
 - Make our workforce more effective and efficient.
- 7.4 In 2019 as part of this local strategic work, a joint Norfolk and Suffolk project was established, led by Assistant Chief Constable Simon Megicks, to look for greater efficiency and effectiveness within the digital space for front line officers that would help them with their regular tasks and increase their productivity.
- 7.5 A business case was developed for what was termed an "integrated workflow solution"; an application that could bring many Police processes together and reduce duplication. The intention was to implement this new mobile software interface, that would act as a conduit and link into the established separate force systems and databases, with the officer only having to input the information once. In addition, there was a requirement that any solution would have the capacity for further work processes to be added in the future.
- 7.6 The business case set out a number of key objectives for a robust, effective mobile solution which included;
- Reducing the number of times an officer would have to return to a police station to complete a task.
 - Increase the available operational data an officer could access themselves while at the scene of an incident.
 - Ensuring that the interface for the officer was intuitive and easy to use in the operational environment.
 - Reduce the workload of the Police Control Room by empowering officers to obtain the information themselves.

- Support officers to make better decisions for the public based on better access to information.
 - Populate key police system updates through one submission of information by the officer from the tablet.
- 7.7 The business case was signed off by chief officers and a budget of £600,000 was set aside from the Police innovation/investment budget for procurement of the product.
- 7.8 A project team was established to implement the work which included 3 members of staff.
- 7.9 An early project team action was the formulation of a working group of frontline officers and key strategic departments from both Norfolk and Suffolk Constabularies to form the 'Digital Champion Network'. The purpose of the network was to ensure that practitioners and force system owners developed new ways of working together that could then be incorporated within the mobile technology environment, informing the development with the needs of the local Constabularies.

SELECTING A SOLUTION

- 7.10 Norfolk and Suffolk invested evaluation time around a number of products involving its Digital Champions Network.
- 7.11 After deliberation, the OPTIK mobile application provided by HCL Technologies Ltd, in use already within Kent and Essex police, was selected and procured.
- 7.12 There has been an inherent advantage to the project of working with other local forces within the region. It offered opportunities to share learning as well as costs around the development of the product.
- 7.13 At the point of purchase, the basic application offered mobile device friendly access to key Police systems including;
- Police National Computer (primary investigative resources, including DVLA connectivity),
 - Command & Control Incident report,
 - Missing Persons Database
 - Home Office Biometrics - mobile fingerprint identification,
 - Stop/Search database
 - Key forms including witness statements

GETTING THE PRODUCT TO THE FRONT LINE

7.14 The OPTIK launch was divided into three phases.

7.15 Phase 1, which commenced in 16th July 2020, was a pilot of the new product to 60 officers across Norfolk and Suffolk in order to test the software and device interface in the local operational environment. Part of that testing was to allow the project team to evaluate the opportunities presented, with daily returns from testers being collated and analysed. The initial phase was also an opportunity to consider any requirements for the wider roll out of the technology particularly around any training for staff.

7.16 Phase 2 of the project, commencing on 30th November 2020, increased the number of officers using the product to 400; 200 of those being Norfolk officers.

Those 200 officers now can;

- Conduct a person or vehicle stop and access core system records including the police national computer and the DVLA database without dependency on radios or radio communications.
- See the exact record on their device, they don't have to work with a summary that is provided over the radio anymore.
- Conduct live from a scene, identity checks. All marked patrol vehicles in Norfolk now carry a mobile fingerprint scanner. The OPTIK solution lets officers use this scanner to carry out identification procedures there and then, with a result and any database information being collated and displayed on their device.
- Add a crime report when they attend a scene with it immediately updating the force crime database. In addition, they can take a witness or victim statement and they can check the crime database for any previous or similar incidents locally.
- They can attend a report of a missing person and again, directly enter the details on the force database through their device as well as update that same entry on any taskings they are carrying out in relation to the enquiry.

7.17 Phase 3 commences and concludes in January 2021. This will see the OPTIK system being made available to all front-line patrol officers and sergeants across Norfolk on their mobile devices.

THE FUTURE

7.18 The development team that has overseen the launch has specific funding planned through the 2021/22 financial year. Its purpose will be to plan for and implement additional products including;

- Electronic Pocket Notebooks – allowing officers to make time and date stamped entries but also record images and sound from any event they attend, enhancing evidence capturing processes.
- Collision recording – Providing officers with a direct entry method at the scene of a collision to log their investigation into the Home Office collision recording system (CRASH).
- Tasking and Briefing – allowing officers to check up to date intelligence, log activity against police patrol taskings at the time directly onto the relevant system.
- Electronic Domestic Incident Reports – When attending a domestic incident, the officer will be able to record their investigation and risk assessment directly onto the force system. Specialist domestic abuse officers will have immediate access to that information. In turn whilst conducting the investigation the officer will have instant access to any historic information around the circumstances. This progress will support the work of the Domestic Abuse Working Group, see the relevant attached paper for this meeting.

7.19 OPTIK is already incorporated into ‘business as usual’ with the ICT workstreams, cementing its place in the future of frontline policing, but offers a platform to evolve and include future requirements.

CAPITAL INVESTMENT

7.20 £600,000 of money was allocated at the instigation of the project in 2019, to implement Phases 1-3, delivering the base application and ensuring that it could connect to the existing systems and devices, and included the purchase of mobile fingerprint scanners. This was allocated from existing Police budgets between Norfolk and Suffolk for the purpose of investment and innovation.

7.21 In 2020, £200,000 was allocated to enable the delivery of the additional modules, including (but not limited to) collision recording, domestic incident digitisation, electronic pocket note book, tasking and briefing development and additional enhancements of the current modules to improve and maximise efficiencies.

REVENUE COMMITMENT

7.22 £230,000 for ongoing licence costs and support has been incorporated in the ICT operating budgets, to meet the annual costs of maintaining the software provision. The application has entered ‘business as usual’ status within budgets.

7.23 The cost of the project team has been absorbed in the existing staffing budgets.

BENEFITS ANALYSIS

7.24 Statistical evidence has already identified the following trends for officers with OPTIK:

- 5% more time is spent out of stations, with future products offering the potential to increase this further.
- Reduced return journeys to stations
- Up to 200 hours (across 18 weeks) have been saved in efficiency, through reduced driving and reduced duplication of admin functions across the 60 officers deployed with OPTIK in Phase 1 (July-December).

7.25 Ongoing analysis is being conducted, as further functions are added to the application, to identify additional benefits. The impact of reduced duplication and efficient working upon officer stress levels is also being considered, as part of the programme of development.

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 Head of Governance 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 Head of Governance 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 Head of Governance 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. Ongoing 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 23 July 2020.

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, four FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:
 - Safer Streets Fund
 - Names and Contact details for OPCCN Staff
 - Does the OPCCN conduct their own FOI's
 - Information on the Independent Advisory Group

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 Head of Governance 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 It was agreed that a Sub Panel should be established to keep under review the development of a local model for managing police complaints, any changes to the handling of PCC conduct complaints, and the likely local impact on both the PCC's and the Police and Crime Panel's (PCP's) resources.
- 1.3 The Panel endorsed refreshed Terms of Reference and appointed the following members on 23 July 2020: Cllr Sarah Bütikofer, Cllr Michael Edney, Mr Peter Hill, Air Commodore Kevin Pellatt (re-elected as Chair for 2020-21), and Cllr Mike Smith-Clare.

2. Information reviewed by the Sub Panel

- 2.1 The Sub Panel met on 13 January 2021, to consider a progress update on the implementation of the Police Integrity Reforms. A summary of the information reviewed is set out below.
- 2.2 Policing and Crime Act 2017 – police complaints and disciplinary systems
 - 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, which can be viewed [here](#). 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 OPCCN reported that it had received 45 requests for a review since the new legislation had come into effect. Of those, 37 requests were considered valid for the OPCCN and to date 5 had been upheld.
- 2.2.4 The Independent Office for Police Conduct (IOPC) public performance data on police complaints was still awaited. We have asked OPCCN to include this in our regular briefing reports. It will enable us to compare the number of review requests received by OPCCN, together with its performance in handling them, to the region and the rest of the country.
- 2.2.5 We have previously highlighted the fact that PCCs have been afforded limited powers as the review body. PCCs have the statutory powers to make recommendations to the Constabulary having undertaken a review, but not the powers to direct (which the IOPC has). This means that should the Constabulary decide not to act on the PCC's recommendations, complainants have no further means of appeal. OPCCN raised this issue within its response to the Home Office review of the PCC role. At the time of writing, the Home Office report on stage 1 of its review is still awaited.

2.3 Police super-complaints

- 2.3.1 We have previously reported that four police super-complaints have been submitted to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS).
- 2.3.2 HMICFRS has completed the first investigation and published a report, which can be viewed in full [here](#). This super-complaint, lodged by Liberty and Southall Black Sisters in December 2019, was about the treatment of victims of crime and witnesses with insecure immigration status. It focuses on how information about them is passed to the Home Office for immigration enforcement. HMICFRS has made recommendations for several organisations, including Chief Constables and PCCs. We noted that Norfolk's PCC is required to publish a response; this is being prepared and will be circulated to Panel Members in due course.
- 2.3.4 Having observed that it has taken a disproportionately long time for the first super-complaint investigation report to be published, we will continue to monitor the progress of the three remaining investigations.

2.4 PCC conduct complaints

- 2.4.1 As previously reported, the Home Office has indicated that it intends to progress the implementation of new Regulations this year, which will give PCPs greater investigatory powers in relation to PCC conduct complaints. No further information has been made available since our last report. The Sub Panel will keep this under review and recommend any necessary amendments to our local procedure in due course.
- 2.4.2 As reported at item 8 on today's Panel agenda, it was noted that no PCC conduct complaints have been received since the beginning of this civic year.

3. Work programme

3.1 It was agreed that the next Sub Panel meeting, scheduled for 10am on Tuesday 23rd March 2021, should be cancelled. Once the timing of local / PCC elections has been confirmed, a programme of meetings for the year will be arranged.

4. Action

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



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Information bulletin – questions arising to the PCC

**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 his activity since the last Panel meeting.

1. Background

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

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

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

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 25 January 2021, 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 25 January 2021, are listed at **Annex B** of this report.

c) Police Accountability Forum meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent Police Accountability Forum meeting are set out at **Annex 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 Panel last met is listed below:

Date	Activity
10 December 2020	APCC - PCC Briefing on Forensics Capability Network (a virtual briefing for all PCCs)
16 December 2020	APCC - PCC Engagement Session with ICC on EU Exit (virtual)
17 December 2020	APCC - PCC-LCJB Chairs meeting (virtual)
20 January 2021	APCC General Meeting – day 1 (virtual)
21 January 2021	APCC General Meeting – day 2 (virtual)
21 January 2021	APCC – PCC briefing on Serious Organised Waste Crime (a virtual briefing for all PCCs)

f) Audit Committee

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

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

No PCC responses have been published since the Panel's last meeting.

h) Emergency services collaboration.

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

No Norfolk Fire & Rescue Service (NFRS) items have been considered by the Cabinet since the Panel's last meeting.


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 the last Panel meeting.

 The logo for IN TRAN features the words "IN" and "TRAN" in a bold, sans-serif font. "IN" is positioned above "TRAN". To the right of "IN" is a solid black triangle pointing upwards. To the left of "TRAN" is a solid black triangle pointing downwards. Below the text "IN TRAN" is the tagline "communication for all" in a smaller, lowercase, sans-serif font.	<p>If you need this document in large print, audio, Braille, alternative format or in a different language please contact Customer Services on 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.</p>
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PCC's Decisions

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

Decision notices published since the previous meeting are listed below.

Commissioned Services – Support Victims and Reduce Vulnerability

Recommissioning of services to support victims of domestic abuse

Decision 2020-42

The PCC supported the allocation of funding extension to cover the period of 1st August - 31st August 2020 for the following organisations:

- Leeway Domestic Abuse and Violence Services
- Pandora Project
- Daisy Programme
- South Norfolk Early Help Hub - DA Worker

Procurement Services across seven forces including Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent, Norfolk and Suffolk, have been collaborated to a single 7F Procurement function and was launched in January 2020. The aims of the 7F Procurement is to use the collaborative buying power of all seven forces to obtain better value for money. Their vision is to enable the delivery of an effective Police service and provide support for victims of crime in the eastern region by producing and managing a high quality, value for money supply chain. So that this vision can be realised the OPCCN's Tender to procure services to support victims of domestic abuse had to be cancelled and relaunched. This decision notice takes into consideration the delay in launching of the new Procurement Tender and the impact on four providers who had to have services that had been previously extended by an additional one-month to avoid gaps in provision for victims of domestic abuse.

The full decision notice can be read [here](#).

South Norfolk Early Help Hub Domestic Abuse Worker

Decision 2020-43

The PCC supported the extension of funding to the South Norfolk District Council to deliver domestic support services in South Norfolk.

The PCC can commission services that:

- 1) Secure or contribute to securing crime and disorder in Norfolk
- 2) Are intended to help/support victims or witnesses of (including family or those affected) crime.

This service will be co-commissioned by South Norfolk District Council and OPCCN. South Norfolk District Council will lead the commissioning of this post/service. This decision notice recommends that the PCC approves a grant variation for a short-term period of four months to the value of £6666.00 to support victims of domestic abuse in the district of south Norfolk.

The full decision notice can be read [here](#).

StoryBook Mum and Dad

Decision 2020-44

The PCC supported the allocation of joint funding to enable the purchase of equipment to further enhance the provision of StoryBook Mum/Dad in prisons.

The full decision notice can be read [here](#).

MoJ Extraordinary Funding for Covid-19 - Round 2

Decision 2020-45

The PCC approved the Grants award using the Ministry of Justice (MoJ) Extraordinary Fund Covid-19 Round 2, to support those organisations delivering Domestic Abuse and Sexual Violence Services to victims within Norfolk.

The full decision notice can be read [here](#).

MoJ COVID-19 Extraordinary Fund Round 1 Extension of Delivery Period

Decision 2020-52

The PCC approved the extension to the delivery period of those providers who have been grant funded under the Ministry of Justice (MoJ) 'Covid-19 Extraordinary Funding Round 1 for Domestic Abuse and Sexual Violence Support Services' until 31st March 2021.

The full decision notice can be read [here](#).

Estates

Estates Laser Fuel Contract

Decision 2020-35

The PCC approved the fuel purchase contract on a 7 Force basis to Laser. The 7 Force Strategic Procurement Governance Board has approved the purchase of heating oil and transport bunker fuel from the 'Laser energy Buying Group'. This decision notice seeks the PCC's authority to proceed.

The full decision notice can be read [here](#).

Hurricane Way - Norwich Lease Renewal

Confidential Decision 2020-46

The PCC approved the new lease renewal for Hurricane Way. This decision contains commercial property financial information.

Collaboration

Collaboration Agreement for Joint Shared Services Transaction Centre

Decision 2020-38

The Chief Executive is authorised to execute the Section 22a collaboration agreement on behalf of the PCC to enable the Joint Shared Services Transaction Centre function to progress.

A Business Case was presented to Chief Officers in October 2019 supporting the formation of a People Transactions team, bringing together the existing Transactional HR and Payroll Teams under a new reporting structure which is based upon the SSTC operating model. 2 The Business Case which was approved supported the creation of a People Transactions function. 3 As a consequence it is now proposed that the Joint Shared Services Transaction Centre function be progressed through the Norfolk and Suffolk Change Programme with a commencement date of October 2020. This requires a collaboration agreement between the Norfolk and Suffolk Police areas. 4 A collaboration agreement has been developed (attached) which sets out the changes required to progress the Joint Shared Services Transaction Centre function.

The full decision notice can be read [here](#).

Other

Agreement under Section 60 of the Police (Northern Ireland) Act 1998 *Decision 2020-47*

In anticipation that Northern Ireland may require Mutual Aid following the UK departure from the European Union, the PCC has agreed to enter into a collaborative agreement to allow the Police Ombudsman for Northern Ireland (PONI) to investigate complaints made against mutual aid officers whilst serving in Northern Ireland, before being passed back to Norfolk Constabulary.

The full decision notice can be read [here](#).

Selected Medical Practitioner and IRMP *Confidential Decision 2020-49*

The PCC has approved the award of the Selected Medical Practitioner (SMP) contract. This decision notice contains commercially sensitive information.

(Decisions 2020-32, 2020-48, 2020-50 and 2020-51 and not yet published.)

Summary of the PCC's activity

Organisations urged to sign countywide pledge to help victims of domestic abuse

Organisations across Norfolk are being asked to sign up to a new countywide campaign to help victims of domestic abuse.

25 November 2020

Police budget and priorities under spotlight at latest accountability meeting

The PCC held his latest virtual accountability meeting with the Chief Constable this week to hold him to account for the county's policing service.

26 November 2020

Virtual webinars launched for parents to protect young people from gangs and County Lines

A series of virtual workshops are being launched once more in a bid to educate parents about the dangers of criminal exploitation of young people across the county.

27 November 2020

PCC supports launch of police Christmas drink drive campaign

The PCC has supported the launch of Norfolk Constabulary's Christmas drink drive campaign which urges members of the public to consider the #IMPACT of driving under the influence of drink or drugs.

2 December 2020

Norfolk's Independent Advisory Group hosts Annual General Meeting

Members of Norfolk's Independent Advisory Group held their Annual General Meeting yesterday evening.

2 December 2020

PCC publishes latest annual report

Norfolk's Police and Crime Commissioner, Lorne Green, has published his latest annual report which provides an overview of progress made against the county's Police and Crime Plan from 1 April 2019 to 31 March 2020.

8 December 2020

Latest report highlights impact of Norfolk's custody visiting volunteers

Nearly 550 people detained by police in Norfolk's custody facilities received a welfare check from community volunteers last year.

16 December 2020

Annual police budget consultation launched

Norfolk's Police and Crime Commissioner (PCC), Lorne Green, has launched his annual consultation on the proposed budget for policing across the county, setting out some of the key challenges facing the Constabulary in the coming year.

21 December 2020

Norfolk and Cambridgeshire PCCs support Storybook Dads project

Children with a parent in prison will be able to see and hear their mum or dad reading them a bedtime story thanks to a project being supported by the Police and Crime Commissioners of Norfolk and Cambridgeshire.

23 December 2020

PCC's Youth Commission deliver final thoughts on impact of pandemic on young people

Norfolk Police and Crime Commissioner's Youth Commission have published their final report highlighting the main concerns of young people during the Covid-19 pandemic.

31 December 2020

PCC hosts live Q&A to seek views on police budget consultation

With just over two weeks to go before the end of his police budget consultation, Norfolk Police and Crime Commissioner (PCC) Lorne Green is set to host a live question and answer session to seek views of the Norfolk public.

6 January 2021

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

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

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

Due to COVID-19 restrictions, these meetings are currently being held virtually.

Date: 26 January 2021	
Subject	Summary
Public agenda	
Constabulary Covid-19 update	Verbal update
Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <p>The report provides:</p> <ol style="list-style-type: none"> 1. A high-level financial overview of the Constabulary Revenue and Capital Budgets for the current year 2020/21. 2. A high-level update on the Estates Programme is included. 3. The Performance Metrics for Good Stewardship of Taxpayers' Money are also included. <p>Recommendation: The Police and Crime Commissioner is asked to note the report.</p>
Professional Standards Department Complaints Update	<p>This report relates to Complaints, Misconduct and Professional Standards information for the period 1 April 2020 to 20 September 2020 (Quarter 1 and Quarter 2 of 2020/21).</p> <p>The report provides the following information</p> <ul style="list-style-type: none"> • Complaints about Police Officers and Police Staff • Organisational Learning • Complaints Training • Reviews • Reflective Practice Review Process • Discipline Outcomes <p>Recommendation: The Police and Crime Commissioner is asked to note the report.</p>

Police and Crime Plan Theme: 'Support Victims and Reduce Vulnerability'	The report provides an overview of: <ul style="list-style-type: none"> • The significant issue domestic abuse represents for policing • The response to date • The purpose and remit of the new Domestic Abuse Delivery Group • The early first objectives for the new group <p>Recommendation: The Police and Crime Commissioner is asked to note the report.</p>
Police and Crime Plan Theme: 'Deliver a Modern and Innovative Service'	The report outlines an update on the OPTIK project, delivering frontline officers vital Police system access and functionality on mobile devices. <p>Recommendation: The Police and Crime Commissioner is asked to note the report.</p>
Emergency Services Collaboration Group Update	Verbal update
Emerging Operational/Organisational Risks	Verbal update
Private agenda	(None)

The next PAF meeting is scheduled to take place on 9 March 2021.

Public question and answer sessions: The last public question and answer session took place virtually on 12 January 2021. Details of the next session will be confirmed in due course.

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

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

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

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

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

The next meeting is yet to be scheduled.

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

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

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

List of items discussed at the most recent Audit Committee meetings

Due to COVID-19 restrictions, these meetings are currently being held virtually.

Date: 19 January 2021	
Subject	Summary
Public agenda	
7 Force Procurement Audit findings - RSM	Report sent to audit committee members privately.
Internal Audit	Reports from Head of Internal Audit (TIAA) <ul style="list-style-type: none"> • 2020/21 Progress Report and Follow up report; • 2021/2022 Internal Audit Plan.
Audit Committee Terms of Reference	The Terms of Reference (TOR) were reviewed in January 2020 and amended. A further review has been undertaken to ensure that the TOR's are still relevant and to reflect the new way the Audit Committee operated in 2020 during the pandemic to ensure business as usual practices with the use of the relevant technology. Recommendation: To agree the terms of reference with any relevant amendments.
External Audit	2019/20 Accounts Annual Audit Letter.
Treasury Management	Reports from Chief Finance Officer: <ul style="list-style-type: none"> • 2019/20 Half Year Update; • 2020/21 Strategy (draft).
Audit Committee Annual Report	The work undertaken by the Committee is presented in the Annual Audit Committee Report. The draft is presented to the committee for comment prior to submission to the PCC and Chief Constable.
Private agenda	
Fraud update	Report not published.
Strategic Risk Register Update	Report not published.

The next Audit Committee meeting is due to be held on 13 April 2021.

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

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

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

Forward Work Programme

Date	Item	Attendees
11am, 15 March 2021, Virtual meeting	Police and Crime Plan performance monitoring (including commissioned services) Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel Annual Report 2020-21 Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
May 2021	PCC elections	
10am, 22 June 2021 Virtual meeting – to be confirmed	Panel Member induction	
10am, 1 July 2021 Virtual meeting – to be confirmed	Informal meeting with PCC	
10am, 13 July 2021 Virtual meeting – to be confirmed	Election of Chair and Vice-Chair Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC	Commissioner, supported by members of the Commissioner's staff and Chief Constable

	<p>Norfolk Police and Crime Panel funding</p> <p>Co-opted Independent Member Recruitment</p> <p>Forward Work Programme</p>	
<p>10am, 21 September 2021 Virtual meeting – to be confirmed</p>	<p>PCC's 2020-21 Annual Report</p> <p>Independent Custody Visitor Scheme Annual Report 2020-21</p> <p>Complaints Policy Sub-Panel – update</p> <p>Information bulletin – questions arising to the PCC</p> <p>Forward Work Programme</p>	<p>Commissioner, supported by members of the Commissioner's staff and Chief Constable</p>
<p>10am 22 November 2021 Virtual meeting – to be confirmed</p>	<p>PCC's 2022-23 Budget Consultation</p> <p>Police and Crime Plan performance monitoring (including commissioned services)</p> <p>Complaints Policy Sub Panel - update</p> <p>Information bulletin – questions arising to the PCC</p> <p>National Police and Crime Panel Conference 2021</p> <p>Forward Work Programme</p>	<p>Commissioner, supported by members of the Commissioner's staff and Chief Constable</p>
<p>January 2022 Virtual meeting – to be confirmed</p>	<p>Panel Member briefing – review of PCC's precept proposal</p>	
<p>10am, 2 February 2022 Virtual meeting – to be confirmed</p>	<p>Review the PCC's proposed precept for 2022-23 (the Panel must review and report by 8 February 2023)</p>	<p>Commissioner, supported by members of the Commissioner's staff and Chief</p>

	Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Complaints Policy Sub Panel – update Information bulletin – questions arising to the PCC Forward Work Programme	Constable
10am, 22 February 2022 Virtual meeting – to be confirmed	Reserve date – to review a revised precept for 2022-23, if vetoed (the Panel must review and report by 22 February 2023)	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
10am, 26 April 2022 Virtual meeting – to be confirmed		

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

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2020-21: Cllr Sarah Bütikofer, Mr Peter Hill, Cllr Michael Edney, Cllr Mike Smith-Clare, Air Commodore Kevin Pellatt (Chair)

Date of last meeting: 13 January 2021

Next meeting: To be confirmed

PCP training and network events

- Eastern Region PCP Network: date of next meeting to be confirmed

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):

- 23 February 2021
- 20 July 2021

- 16 September 2021
- 16 December 2021

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

- 9 March 2020

PCC public question and answer sessions – The last public question and answer session took place virtually on 12 January 2021. Details of the next session will be confirmed in due course.

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.