

Norfolk Police and Crime Panel



Date: **4 February 2020**

Time: **10am**

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

Panel Members are invited to a briefing session at 10am on 30 January 2020 in the Conference Room, South Wing, Ground Floor at County Hall.

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

Membership

Main Member	Substitute Member	Representing
Mr Gordon Bambridge	Mr Mark Robinson	Breckland District Council
Mr Stuart Clancy	Mr Peter Bulman	Broadland District Council
Mr Mike Smith-Clare	Ms Jade Martin	Great Yarmouth Borough Council
Mr Colin Manning	Mr Brian Long	King's Lynn and West Norfolk Council
Mr William Richmond	Michael Chenery of Horsbrugh	Norfolk County Council
Mr Martin Storey	Mr Phillip Duigan	Norfolk County Council
Mrs Sarah Bütikofer	Dr Edward Maxfield	Norfolk County Council
Mr Tim Adams	Mr John Toye	North Norfolk District Council
Mr Kevin Maguire	Mr Paul Kendrick	Norwich City Council
Mr Michael Edney	Mr 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:

Hollie Adams on 01603 223029
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 20 November 2019.

(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 Chairman 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 Chairman where due notice has been given.

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by 5pm on **Monday 27 January 2020**.

6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2020-21 (To follow)

To consider the PCC's precept proposal for 2020-21.

7. Police and Crime Plan for Norfolk 2016-2020 – performance monitoring (Page **12**)

To consider an update from the PCC.

8. PCC Complaints Monitoring Report (Page **42**)

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

9. Information bulletin – questions arising to the PCC (Page **44**)

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

10. Work Programme

(Page **58**)

To review the proposed work programme.

Chris Walton
Head of Democratic Services
County Hall
Martineau Lane
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Date Agenda Published: 27 January 2020



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Norfolk Police and Crime Panel

Minutes of the Meeting held on 20 November 2019 at 10am in the Edwards Room, County Hall, Norwich

Members Present:

Cllr William Richmond (Chairman)	Norfolk County Council
Cllr Sarah Butikofer	Norfolk County Council
Cllr Mike Smith-Clare	Great Yarmouth Borough Council
Cllr Colin Manning	Kings Lynn and West Norfolk Borough Council
Cllr Tim Adams	North Norfolk District Council
Cllr Kevin Maguire	Norwich City Council
Mr Peter Hill	Co-opted Independent Member
Air Commodore Kevin Pellatt (Vice-Chairman)	Co-opted Independent Member

Substitute Members Present:

Cllr Philip Duigan for Cllr Martin Storey

Officers/Others Present:

Mr Greg Insull	Assistant Head of Democratic Services, Norfolk County Council (NCC)
Mrs Jo Martin	Democratic Support and Scrutiny Team Manager, NCC
Mr Simon Bailey	Chief Constable
Mr Lorne Green	Police and Crime Commissioner (PCC) for Norfolk
Ms Sharon Lister	Director of Performance and Scrutiny, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
Ms Jill Penn	Chief Finance Officer, OPCCN
Dr Gavin Thompson	Director of Policy and Commissioning, OPCCN
Mr Dominic Chessum	Director of Communications (Interim), OPCCN

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

- 1.1 Apologies had been received from Cllr Stuart Clancy, Cllr Michael Edney, Cllr Martin Storey (Cllr Phillip Duigan substituting) and Cllr Alison Webb.

2. Minutes

- 2.1 The minutes of the meeting held on 19 September 2019 were agreed as an accurate record and signed by the Chairman

3. Members to declare Interests

3.1 No interests were declared.

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

4.1 There were no items of urgent business.

5. Public Questions

5.1 No public questions had been received.

6. Police and Crime Commissioner for Norfolk's 2020-21 Budget Consultation

6.1.1 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

6.1.2 The Police and Crime Commissioner introduced the report:

- Precept possibilities had not been announced for the upcoming year due to the upcoming general election and delayed government budget statement. The Police and Crime Commissioner felt, however, that it was important to inform the public on policing in the County and was therefore going ahead with the consultation; he would let taxpayers know the implications of a precept increase or no increase and explain the demands of maintaining effective policing, prevention and enforcement. The Commissioner planned to carry out a qualitative consultation and engage with communities to hear their views on policing, their experiences, and do his best to reflect their priorities moving forward

6.2 The following points were discussed and noted:

- There was concern about the consultation taking place over Christmas; the Police and Crime Commissioner was required by law to agree the precept proposal by 5 February 2020. To allow 5 weeks of meaningful consultation and time to analyse the results, the consultation would need to start before Christmas. Social media and other digital resources would be used to distribute the consultation widely.
- A recent press report discussing low morale in the Norfolk Police Force was raised as a concern and the Panel queried what would be done to engage Officers and staff in the consultation; the Police and Crime Commissioner replied that the pay and pension terms of police officers were controlled by the Government. There had been a 2.5% increase in the past year, but he would continue to argue for an increase in pay. Outcomes of the Police Federation of England and Wales Pay and Morale Survey had showed a slight increase in staff morale in the last year; the Commissioner felt therefore that morale would continue to improve as officer numbers increased.
- The Chief Constable reported that 26% of staff, mostly Constables, took part in the Police Federation of England and Wales Pay and Morale Survey. All but one of the questions showed a positive improvement compared to the previous year; he had met with Federation colleagues and was establishing an improvement board

to explore what further could be done internally to improve frontline staff morale.

- The Police and Crime Commissioner confirmed there would be public question and answer sessions in cities and towns around Norfolk as part of the consultation.
- The Commissioner was asked about any changes he was making to the consultation process based on learning from previous years; the Commissioner aimed to carry out a consultation based more on a reflection of the views of the public than statistics, and therefore the consultation was starting earlier to allow more time to meet with people and seek their views.
- In response to a query about the format of the consultation, the Police and Crime Commissioner reported that he would be seeking to have more meaningful exchanges with members of the public during the consultation period.
- The Chief Constable clarified that over the past 8 years, around £36m of efficiency savings had been made. Due to the predicted uplift of an additional 200 officers and predictable and un-predictable pressures on the budget, he feared any further efficiency savings would reduce the quality of the service provided and some services may have to stop; neighbourhood policing was not at risk and remained the bedrock of the Constabulary's approach.
- The Police and Crime Commissioner reported that Norfolk Constabulary had been rated as one of the top police forces in the Country for efficiency. Investment in body-worn cameras and other technology had improved efficiency; there were further possibilities for regional cooperation of procurement which were under discussion.
- The Police and Crime Commissioner clarified that the recent recruitment of 100 new Police Officers and construction of the new regional Police Investigation Centre in Swaffham were not under threat.
- The Police and Crime Commissioner was asked what measures were being put in place to ensure health and wellbeing of Police Officers; the Chief Constable reported that the occupational health team was multi-award winning and occupational health infrastructure and intervention offered to Officers and staff had good investment; there was good support for officers dealing with Post Traumatic Stress Disorder (PTSD), debriefing processes and post death support in place. He felt more investment should be put in to this service.

6.3 The Panel **CONSIDERED** and **NOTED** the overview of the Police and Crime Commissioner's 2020/21 budget consultation.

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

7.1.1 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 5: support victims and reduce vulnerability and Priority 6: deliver a modern and innovative service).

7.1.2 The Police and Crime Commissioner introduced the report;

- It was important to reach out to all vulnerable people and victims in the County and, as such, work was being done to see what more could be done to provide them with support. The biggest category of calls to 111 or 999 was about incidents of domestic violence, but around 50% of victims did not wish to press charges; body worn cameras could help bring prosecution in some of these cases.
- The Police and Crime Commissioner wanted to ensure people in all parts of

Norfolk received the same level of support from voluntary groups and services.

- Supporting vulnerable people to stop them from becoming victims improved outcomes for them and reduced the impact on the police, therefore the Police and Crime Commissioner wanted to see more investment in prevention moving forward.

7.2 The following points were discussed and noted;

- The impact of closing the Sue Lambert Trust waiting list in 2018 was queried; the Police and Crime Commissioner reported that more resource was being given to the Trust in 2020-21 to provide more case workers and work was being done to ensure their services were available across the County.
- The PCC was asked how he challenged the Constabulary on its performance, with the Panel highlighting that nearly all metrics were indicating a worsening performance. In particular, the metrics on page 38-45 of the agenda relating to victims not supporting prosecution was queried, as in each district area they were worsening except for South Norfolk. The Panel asked what was being done there to buck the trend. The Police and Crime Commissioner reported that he met with the Chief Constable fortnightly to discuss and challenge figures, and a 6-weekly public Police Accountability Forum was held; he noted, however, that these figures were dependent on people being willing to move to prosecution.
- The Chief Constable reported that prosecution of domestic abuse incidents in South Norfolk was improving because it had the most comprehensive Early Help Hub in the County; the level of investment in domestic abuse support here had supported improvement. Broadland District Council's Early Help Hub was moving towards a similar model and he encouraged Councillors to challenge their Councils to similarly invest in a similar model in the Early Help Hubs in their area.
- The Police and Crime Commissioner was encouraged to press the Chief Constable to ensure the metrics on page 38-45 of the agenda, as discussed above, improved; the Police and Crime Commissioner was visiting the Scrutiny Committees of District Councils to encourage partnership working across a wide range of agencies in early help hubs.
- It was raised as a concern that the percentage of solved rape cases in North Norfolk was very low which may discourage people from reporting; the Chief Constable confirmed that this was a local and national concern. Meetings were being held with the Home Office and Ministry of Justice, and a National Criminal Justice Board Review was being carried out to look at the approach to sexual assault and rape to address these concerns. Although an uplift was being seen in the report of sexual assault, rape and child abuse, most of the rapes reported were within past relationships and it could be difficult to secure a conviction.
- It was also noted that the data could be misleading as the relative number of rapes in one area could be very low compared to in another area, however, only percentage increase or decrease was shown. It was suggested that showing the actual number of cases would be helpful, alongside percentages.
- It was suggested that the PCC's annual report was circulated to libraries and mobile libraries.
- The Panel also stated concern about the high caseloads that officers were managing, noting the impact that this was having on effectiveness in other areas of public service (such as social work). It asked the PCC if it could expect to see a commitment to address that through his next budget proposal. The PCC stated that he remained committed to increasing the level of resource available to the

Constabulary and to expanding victim support services across the county to improve waiting times. The Chief Constable confirmed that he was looking to increase capacity in his investigation teams.

- The Director of Policy and Commissioning, OPCCN, confirmed that all victims of crime were entitled to a referral into the victim care service; the new service model was being designed to minimise inefficiency in the referral system with an improved contact methodology; with the Police highlighting the service to victims at the point of contact, rather than requiring a follow up phone call, those who wanted to receive the service could be targeted. People could also self-refer at a later date and leaflets were distributed to victims to advertise the service.
- There would be an increase in funding to the Sue Lambert Trust as well as other services providing similar support across the County and this would help improve access to sexual violence victim support.
- Examples of the PCC's leadership in partnership working were requested; the Police and Crime Commissioner was Chair of the Gateway to Employment Board, a multi-agency departmental body who looked at reducing reoffending and Chair of the Rehabilitation Board, a multiagency departmental board to address the wider needs of ex-offenders such as housing and therapy. The Director of Policy and Commissioning, OPCCN, was Chair of the Domestic Abuse and Sexual Violence Board, the Chief Executive of the OPCCN chaired the Community Safety Partnership Board and a colleague within the OPCC chaired the Perpetrators of Domestic Abuse Board.
- It was suggested that, in future reports, hate crime data could be split in to physical (face-to-face) and online hate crime incidents. This would help to target the most effective ways to properly support local people and encourage them to report these crimes; the Chief Constable agreed that this could be provided in future.
- The Panel asked about the targeting of vulnerable children in care by County Lines drug gangs; the Chief Constable confirmed that, nationally, children in care were at risk from county lines, child sexual exploitation and trafficking. The challenge of the movement of children using rail infrastructure was being addressed. The Constabulary did its best not to criminalise children and young people who had been drawn into County Lines and as a result had committed offences and to treat them as victims.
- The Director of Policy and Commissioning, OPCCN gave information on the Early Intervention Youth Fund which had been received for development of the child exploitation team in the Multi Agency Safeguarding Hub (MAS)H and to improve referral pathways including support via other agencies.
- The Panel queried whether the integrated Mental Health team was successfully reducing frontline demand; the Chief Constable reported they had helped reduce the demand of frontline staff in dealing with people in mental health crisis and signposting them to appropriate support.
- Use of polygraph technology was queried; the Chief Constable confirmed that use of polygraphs was being rolled out in 7 forces, including Norfolk, and was currently used to risk assess registered sex offenders. It was being shown to have a positive effect on investigating crime however was not admissible as evidence in court. Further opportunities to use this technology were being explored.
- The Chief Constable reported on the World Class Policing Award recently won by Norfolk Constabulary's Operation Moonshot Team.

- 7.3 The Panel:
- 1) **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020.
 - 2) **REQUESTED** the following information in future reports:
 - actual numbers of crimes alongside percentages,
 - separation of hate crime incident data, to identify physical and digital incidents,
 - further narrative to support the data,
 - more information on the impact of innovative technology such as ANPR (Automatic Number Plate Recognition), drones, tagging and body worn cameras.

8. Complaints Policy Sub Panel – Update

- 8.1 The Panel received the report providing an update from the Complaints Policy Sub Panel which included a refreshed Terms of Reference at Appendix 1.
- 8.2 The Vice-Chairman took the opportunity to report that having attended the national Police and Crime Conference the previous day, he had noted the positive relationship that the Norfolk Police and Crime Panel had with the Police and Crime Commissioner and the Chief Constable compared to other Police and Crime Panels around the country and extended his thanks to everyone involved for enabling the continued effective governance.
- 8.3 He went on to explain that the Sub Panel was clearly advantaged by its early understanding of complaints reforms, owing to OPCCN's participation in the Home office Working Group. He highlighted that the refreshed Terms of Reference were mostly unchanged, but that this would establish the group as a permanent working group of the panel rather than a task and finish group.
- 8.4 The Panel **CONSIDERED** the update from the Complaints Policy Sub Panel and **AGREED** the refreshed Terms of Reference, attached at Appendix 1 of the report.

9. Information bulletin – questions arising to the Police and Crime Commissioner

- 9.1 The Panel received the information bulletin summarising 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 Police and Crime Commissioner reported that increased collaboration on ICT procurement and introduction of the PEQF qualification for police officers had been discussed at the Regional 7 Force summit in October. No discussion had taken place around Athena (the police intelligence and case management system used by nine forces).
- 9.3 The Panel **NOTED** the bulletin.

10. Work Programme

- 10.1 The Panel considered the forward work programme for the period January 2020 to November 2020.
- 10.2 The Panel **AGREED** the forward work programme and **NOTED** the information and upcoming events.

Meeting ended at 11.31

**Mr William Richmond, Chairman,
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 Team 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 19 September 2019 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 1: Increase visible policing (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 30 April 2019).
 - b) Priority 4: Prevent offending (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 30 April 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 1: Increase visible policing

- a) The impact of implementing the Norfolk 2020 policing model on the PCC's commitment to maintain a strong police presence across Norfolk.
- b) Implications arising from the Prime Minister's commitment to bolster police numbers over the next three years in England and Wales.
- c) The reduction in Special Constabulary numbers.
- d) The increase in number of police volunteers, and the associated risks and benefits to local communities.
- e) How the PCC monitors the ongoing impact of community volunteering

schemes (such as SpeedWatch and HomeWatch) and any issues arising.

- f) Whether the public are using the full range of opportunities to engage with the PCC and police, and how those interactions are influencing the PCC.
- g) Progress with developing positive relationships between local communities and the police, in particular with young people, and the impact this is having upon organised crime and those at risk of exploitation and harm.
- h) How the PCC is addressing the downward trend in the percentage of people who agree that the police deal with community priorities.
- i) Whether any new or emerging concerns are being raised by local communities.
- j) Whether Norfolk's communities are expressing more confidence in the police and are less fearful of crime.

Priority 4: Prevent offending

- a) How the PCC is leading a multi-agency approach to tackling all forms of violence and abuse, including:
 - The development of an improved Norfolk response to child sexual exploitation.
 - Progress with the multi-agency bid for funding from the Violence Against Women and Girls Transformation Fund.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including: developing a regional approach to tackling organised crime groups operating in Norfolk, implementing initiatives and pilots stemming from the work of the National Child Abuse and Protection portfolio, working with the Norfolk Safeguarding Children Board on initiatives to tackle child sexual abuse and neglect, and working with the Norfolk Safeguarding Adults Board.
 - Implementation of the new Positive Futures two-year pilot programme.
- b) How the PCC is leading a multi-agency approach to reducing the number of domestic abuse incidents, including:
 - Progress with outcomes from the domestic abuse symposium.
 - Progress with the review of domestic abuse perpetrator programmes.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including its contribution to development of an enhanced service for victims of domestic abuse.
- c) How the PCC continues to challenge the Constabulary following the update report in February 2019 by Her Majesty's Inspectorate of

Constabulary and Fire & Rescue Services' (HMICFRS) on the police response to domestic abuse.

The PCC's response to that report can be viewed [here](#):

- d) How the PCC is working in partnership to tackle anti-social behaviour, including:
- The ongoing impact of a graffiti wall to engage young people in positive activities.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including the development of initiatives in conjunction with OPCCN's Early Intervention Fund.
- e) How the PCC is leading a multi-agency approach to reduce overall levels of reoffending by addressing the underlying causes through collaboration and new innovative approaches, including:
- Achievements arising from the development of an OPCCN criminal justice strategy.
 - Implementation of a refreshed OPCCN 'Reducing Offending Framework', and the partnership priorities and deliverables identified.
 - Ongoing impact of the Gateway to Employment campaign, the Rescue Rehab programme, the Community Chaplaincy scheme and Court Mentor scheme.
 - The PCC's response to the Panel's recommendation that he provide further information within future performance monitoring reports, to demonstrate the effectiveness of the Gateway to Employment scheme, including: how many individuals were supported by the scheme, how many are now in full employment, and how many have re-offended. This was made following the Panel's review of the PCC's 2017-18 Annual Report.
 - Outcome of PCC's consideration of the Panel's recommendation that he further explores the reasons behind the low proportion of job starts achieved through the Gateway to Employment campaign, to identify whether there are particular barriers preventing individuals from taking up job offers locally and further services which might be available to support them. This was made following the Panel's review of the PCC's 2018-19 Annual Report.
 - Any issues arising from the Constabulary's contribution to this strategic objective, including: the development of the 180 Degree Scheme, implementation of a new approach to managing registered sex offenders across local policing and supporting the WONDER project.
- f) The PCC's contribution to ensuring that the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people continue to fall.
- g) How the PCC is challenging the Constabulary's performance in

respect of the rising number of crimes during the last 12 months, in respect of complex crime types, including online crime, and rural crime.

- h) The PCC's response to the ongoing national focus on tackling serious violence and any opportunities arising from the Government's commitment to develop a multi-agency approach to preventing knife crime and proposals to introduce a public health duty.
- i) The PCC's response to the recent report by HMICFRS, which said that while Norfolk Constabulary's crime recording arrangements have improved over the past five years, it is still failing to record enough reported crime.

The HMICFRS report, published on 7 January 2020, can be viewed here:

<https://www.justiceinspectorates.gov.uk/hmicfrs/news/news-feed/norfolk-constabulary-needs-to-improve-how-it-records-crime-according-to-inspectorate/>

- j) The PCC's response to the recent report by HMICFRS, which said that while police forces and the National Crime Agency have successfully improved their understanding of county lines drug offending, current policing models are too disjointed to allow for the most effective response.

The HICFRS report, published on 10 January 2020, can be viewed here:

<https://www.justiceinspectorates.gov.uk/hmicfrs/news/news-feed/greater-collaboration-and-consistency-needed-to-tackle-county-lines-drug-offending/>

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.

 The logo for IN TRAN communication for all. It features the words 'IN' and 'TRAN' in a bold, sans-serif font. 'IN' is positioned above 'TRAN'. To the left of 'TRAN' is a stylized graphic consisting of two triangles pointing towards each other, forming a larger triangle. Below the text 'IN TRAN' is the tagline 'communication for all' in a smaller, lowercase font.	If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.
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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.

• 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.

• 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.

- **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) Increase visible policing
- b) Prevent offending

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. Increase Visible Policing – Constabulary progress

4.1 In September 2019 the Home Office announced its intention to recruit 20,000 police officers following the Prime Minister's commitment to bolster national police numbers over the next three years in England and Wales.

4.2 Confirmation of funding to support the recruitment of a first wave of officers followed in October 2019. An immediate £45 million was made available to kick-start the national programme of recruitment followed by £750 million announced for the 2020/21 period.

4.3 Further recruitment objectives will be set for years 2021-22 and 2022-23 in due course with further central funding expected to be assigned to support this.

4.4 The Home Office confirmed that the allocation of the first 6,000 additional officers will be based around a formula that maps across to the current distribution of the national police grant.

4.5 Locally this means that Norfolk Constabulary were funded for 67 additional officers for 2020/21 with 23 of these to be recruited by the end of March 2020.

- 4.6 A significant percentage of the initial budget allocation is to support the recruitment drive. Norfolk will receive £322,197 as a contribution towards such things as local advertising, uniform purchase, additional training capacity as well as the other required support mechanisms, for example vetting.
- 4.7 The funding will be paid to the Constabulary in arrears using the grant powers in Section 169 of the Criminal Justice and Public Order Act 1994.
- 4.8 With all forces looking to recruit, there is expected to be increased competition across the services to attract the talent needed. In order to address this, Norfolk is developing a bespoke recruitment strategy aiming to attract high-quality individuals both from within and outside of the county.
- 4.9 The strategy will include:
- Ensuring a diverse workforce; looking to support links into hard to recruit parts of the community to ensure that the workforce best reflects the population they serve
 - Marketing the 'selling points' of a police officer career within Norfolk e.g. joining a 'top 10' performing force, high levels of investment in officer training and equipment
 - Setting out an optimised process around recruitment to ensure it is a speedy and a positive experience for prospective officers
 - Set out agreed objectives and communications channels for the supporting marketing campaigns
 - Measures to track progress.
- 4.10 One of the fundamental requirements of the police training programme is the quality of the learning and development of officers.
- 4.11 Currently new police recruits undertake a two-year programme including a 10-week period of classroom learning to build a specialist knowledge in policing. This Initial Police Learning and Development Programme Diploma in Policing (IPLDP) is a mandatory qualification underwritten by the College of Policing.
- 4.12 Licensing of IPLDP in its current format will expire in June 2020 and in response Norfolk Constabulary has developed an interim programme known locally as 'Pathway 104' which is in line with the College of Policing guidance.
- 4.13 In 2021 Norfolk will migrate to a new initial recruit training programme and work is underway to ensure the organisation is ready to move over this new system. The new Police Education Qualification Framework (PEQF) will be based around a degree programme with work-based placements across a 3-year period and follows the updated College of Policing curriculum.
- 4.14 In order to support early progress, the Constabulary has invested in additional staff to support recruitment and vetting.
- 4.15 The Constabulary fleet has also purchased four additional vehicles to support the anticipated increase in driver training requirement.

- 4.16 Locally, a joint Norfolk and Suffolk uplift Board, chaired by a Deputy Chief Constable has been established to oversee the officer uplift programme.
- 4.17 Day to day management of this project will be led by a dedicated programme manager.
- 4.18 The Norfolk Organisational Development team are currently reviewing the operational demands of our county to prioritise the deployment of new uplift officers. Their deployment recommendations are aligned to the changing nature of crime at national and local level. Deployment recommendations are expected to be finalised during the first quarter of 2020.
- 4.19 The constabulary are required to provide a monthly data return to the Home Office to track progress against baseline headcount. At the end of November 2019, the constabulary reported a headcount of 1704 against a baseline of 1677.
- 4.20 All uplift expenditure including officer recruitment and salaries, support staff, facilities, ICT, uniforms etc. is recorded and submitted quarterly to the Home Office in order that costs can be recovered.

5. Performance Measures – Increase Visible Policing

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

Area	Indicator	Last 12 months	Long Term Averages	Difference (p.p. refers to the percentage point difference between the last 12-month figure and the long term average, as opposed to the percentage change between the two)
Increase Visible Policing	Actual Strength: Police Officers	1,554	1,488	4.4%
	Actual Strength: Police Staff	1,096	1,084	1.1%
	Actual Strength: Special Constabulary	188	218	-13.8%

	Actual Strength: Police Volunteers (data from May 2016)	133	120	10.8%
	Funded Strength: Police Officers	1,531	1,483	3.2%
	Funded Strength: Police Staff	1,133	1,064	6.5%
	% of Police Officer Funded Strength available for front line duties	89.4%	89.5%	-0.1p.p
	**% of people who agree that they have confidence in police (CSEW)	80.2%	81.9%	-1.7p.p
	**% of people who agree that police deal with community priorities (CSEW)	62.1%	63.8%	-1.7p.p

**% Data is taken from Crime Survey England Wales (CSEW) quarterly MSG charts – 12-month data ending June 2019

- 5.2 The Constabulary has managed to maintain police officer numbers despite a continuation of the budget reductions. In the last two years alone, £2.8m of budget savings has been taken from Local Policing and yet with the rollout of Norfolk 2020 and the creation of the new operating model, 97 additional police officer roles were formed. This data shows that this uplift of funded officer posts has been successfully recruited into, with 1554 recruited against the 1531 funded posts. (Please note: this apparent 'over-established' position is usual practice and takes into account forecasted retirements, leavers, secondments and career breaks etc).
- 5.3 Recruitment continues at a pace to maximise the numbers and to ensure that the establishment remains recruited taking into account officer retirees in the

coming years. Police staff numbers have increased with the proportion of roles within operational support increasing (e.g. Safer Schools Partnership, Safeguarding of Children Online Team).

- 5.4 The Special Constabulary numbers have seen reductions owing to recruitment to become police officers. This has prevented the intended uplift, but work continues to engage and recruit further specials.
- 5.5 Volunteer numbers have seen an increase in the variety of roles to attract more people to apply their diverse skills, from operational support to administration support. The Force continues to be very grateful to those who are willing to give their time in support of our mission and for our communities.
- 5.6 Of the police officer numbers, the vast majority are available for frontline duties and this has been demonstrated and utilised in the summer of 2018 to enable the number of pre-planned and spontaneous deployments to events, as well as regular demand.
- 5.7 It is pleasing to see that the public's confidence in the police remains at a high level and, although dropped slightly, in the last 12-month period even given the substantial restructure and the removal of the Police Community Support Officer (PCSO) role.
- 5.8 Whilst the Constabulary will continue to work hard to increase the percentage of people who agree that the police deal with community priorities, the slight reduction from the long-term average is not unexpected given the restructure of neighbourhood policing. The new 2020 model re-introduces dedicated neighbourhood policing team sergeants and increases the Beat Manager (neighbourhood policing constable) numbers. However, these are in the process of being recruited following the removal of the PCSOs, so the decrease shown is not entirely unexpected. Nevertheless, neighbourhood policing remains the bedrock of the Norfolk Policing Model.

6. Prevent Offending – Commissioned Services update

- 6.1 Some headway has been made in taking forward delivery of the revised Reducing Offending Framework, for example:
 - The commissioning of a literature review to understand the impact of adult imprisonment on children.
 - Working with Her Majesty's Prison and Probation Service East (Forensic) Psychology Services to explore, coordinate and support a range of activity in Norfolk prisons that aims to take steps regarding Trauma Informed Practice and Adverse Childhood Experiences and seek out areas to collaborate with other agencies.
 - Supporting the development of a trauma informed panel operating within Norfolk Youth Offending Team.

- Working closely with CLINKS to scope out an area development role for Norfolk to support the Voluntary Sector in the Criminal Justice System, given Probation reforms. This scoping document has been presented to the Ministry of Justice.
- The commissioning of the Positive Futures Programme (as outlined below).

WONDER

- 6.2 Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (WONDER) programme - The WONDER programme seeks to help vulnerable women, who have complex needs in criminal justice settings, access the services and support required to address the root causes of their offending or risk of offending. The operating model follows a Whole Systems Approach (WSA), which undertakes a comprehensive assessment and takes a holistic and coordinated approach to accessing and receiving support.
- 6.3 St Giles Trust have now approached the half way stage of their second year of delivery. The programme continues to be fully staffed and receiving referrals across the region.
- 6.4 Referrals to WONDER – Number of referrals:
- As of September 2019, 497 referrals had been made to WONDER. The majority were referred from a Police Investigation Centre (n=330) and the next highest source was self-referral (n=48) this would indicate the scheme is now becoming more known to women and they have more confidence in what is being offered.
 - Since March 2018, 257 referrals to services have been made for 95 women. Services include Alcoholics Anonymous, Cruse Bereavement Care, DWP, Money Advice Hub, Princes Trust, Sue Lambert Trust, Leeway and Step Change, just to name a few. The diversity of these referrals indicates the complex needs of the women engaged in WONDER.
- 6.5 During the summer of 2019, the Police and Crime Commissioner for Norfolk Lorne Green visited the WONDER team and met with some staff and service users. Lorne heard first-hand how WONDER is bringing vital stability to the lives of the women they are working with as they work towards a crime-free future. And how we're now seeing women who are nearing the end of their own WONDER journey offering peer support to those taking their first steps onto the programme.

- 6.6 WONDER continues to utilise networking opportunities and, in the west, (Kings Lynn) have established their own networking group event where other key partners and agencies are invited to attend the meeting and outline what services they can offer as well as any potential opportunities for co-working. This has been well attended and is assisting with multi agency working and achieving outcomes for clients. Due to the success of these meetings they have now also been set up in North Norfolk. Feedback from attendees has been positive:
- 6.7 WONDER are continuing to work towards increasing their pool of volunteers and are currently in the process of recruiting more, some of whom have lived experience.
- 6.8 WONDER was shortlisted for a Community Award by the Howard League of Penal Reform. The annual awards celebrate the country's most successful community projects which encourage desistance from crime and keep people out of the criminal justice system by providing other proportionate, effective interventions to help reduce the risk of reoffending.

Community Chaplaincy

- 6.9 Community Chaplaincies are independent faith based voluntary organisations working with offenders who serve a prison sentence, offering support and opportunities needed to free themselves from crime and build a brighter future in the community. The work harnesses the extensive resources that are available within the faith communities, most particularly volunteers who give their time to support those who are seeking to make a fresh start. The scheme helps to improve the quality of life in communities by:
- Helping those who have been in prison to settle back into their local community
 - Reducing the negative impact of crime and reoffending
 - Reducing the number of people who become victims of crime
- 6.10 Current client caseload is 18 clients, with referrals received from the Chaplaincy Department HMP's Norwich and Wayland and a concerned family member living in the community.
- 6.11 This community referral indicates the project is slowly becoming embedded outside of the Prison regime.
- 6.12 Recent successes include:
- Increased activity taking place in St Stephen's Church in supporting community clients
 - Mentor scheme growing in strength
 - The new mentor training programme is up and running

- The project is being more widely promoted through Way Out TV (an internal Prison TV channel)

Rescue – Rehab

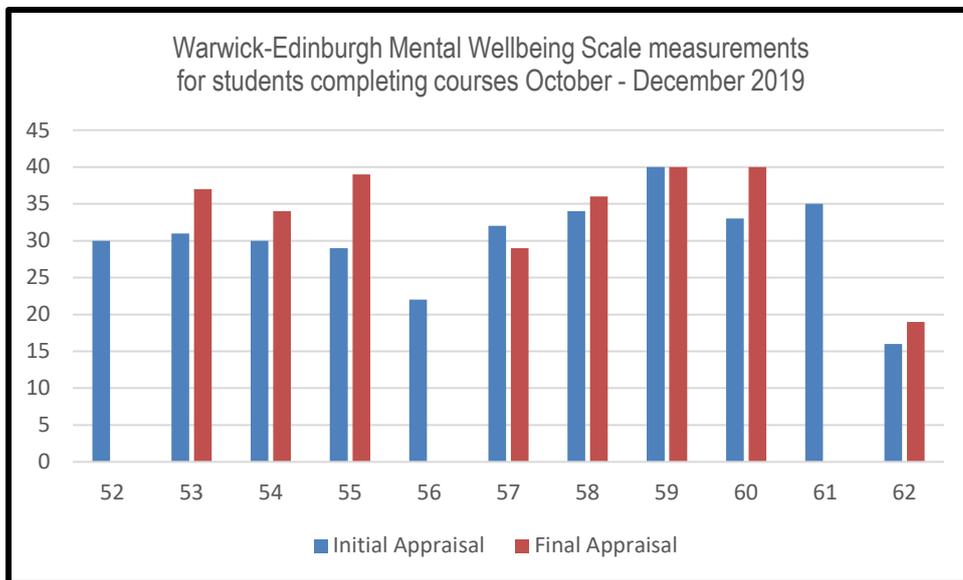
- 6.13 This project is managed by Norwich Best for Pets and has been running at HMP Norwich from 1st May 2018.
- 6.14 The concept of the project is that a number of homeless dogs from a local rehoming centre are taken into HMP Norwich and suitable prisoners will have the opportunity to work alongside the dogs with support from a qualified dog trainer and project assistants to train in the areas of dog handling, training and socialisation.
- 6.15 Sessions are supported by a prisoner mentor and are now fully embedded within the prison regime and education provision.
- 6.16 The most crucial development of the Rescue-Rehab project was the decision, made in conjunction with HMP Norwich, not to seek accreditation for the course but to focus upon the Gateway to Employment (GtoE) Passport and the attributes it evaluates. This ‘freed’ the course format from strict adherence to a set curriculum for all students. This not only allowed “at that moment” events that led to the introduction of confrontation management and conflict resolution into the session, it also provided a course format that could accommodate the widest ranges of academic abilities.
- 6.17 Students with poor reading, writing and arithmetic skills receive conversation-based tuition; students with higher academic attainment are engaged in more complex management theory and the consequences of actions. This diverse mix is undoubtedly beneficial.
- 6.18 Immediately the Rescue-Rehab project was acknowledged as having a beneficial impact upon mental health and wellbeing. This aspect of the project is to be evaluated by Get the Data.
- 6.19 Students answer the following questions during the first and final session of the course:

Warwick-Edinburgh Mental Wellbeing

Statements	Not at all true	Hardly true	Moderately true	Exactly true
I can always manage to solve difficult problems if I try hard enough.	1	2	3	4
If someone opposes me, I can find the means and ways to get what I want.	1	2	3	4
It is easy for me to stick to my aims and accomplish my goals.	1	2	3	4

I am confident that I could deal efficiently with unexpected events.	1	2	3	4
Thanks to my resourcefulness, I know how to handle unforeseen situations.	1	2	3	4
I can solve most problems if I invest the necessary effort.	1	2	3	4
I can remain calm when facing difficulties because I can rely on my coping abilities.	1	2	3	4
When I am confronted with a problem, I can usually find several solutions.	1	2	3	4
If I am in trouble, I can usually think of a solution.	1	2	3	4
I can usually handle whatever comes my way.	1	2	3	4

6.20 An analysis of the most recent ten participant assessment scores is shown in the table below:



Gateway to Employment

6.21 Gateway to Employment (GtoE) is a joint campaign between the Office of the Police and Crime Commissioner for Norfolk and the Department for Work and Pensions, which aims to break down barriers to employment for people with convictions.

6.22 Pledges fulfilled (during 2019) include:

- 8 job starts
- 64 interviews
- 2 training opportunities
- 33 job offers

- 36 provision
- Monthly employer fairs held at HMP Norwich

6.23 While it has been recognised that good progress had been made since its initial launch in December 2015, the Gateway to Employment Project Board would now like to take stock and refresh its priorities. It is envisaged new terms of reference and workstreams will be identified in the Spring of 2020.

Positive Futures Programme

6.24 In September 2019 the OPCCN in partnership with Norwich City Community Sports Foundation (NCCSF) and Norfolk County Council (NCC) made an application to the Premier League Development Fund and was successful in securing £300,000 to provide targeted interventions for young people whose emotional resilience and self-esteem has declined as a consequence of increased anxiety and stress and to provide preventative interventions for those areas and demographic groups at the greatest risk of harm from serious violence and crime. The OPCCN is contributing £25,000 over the lifetime of the programme.

6.25 The programme called Positive Futures is a new two-year pilot programme.

6.26 Two strands to the programme “Protect” and “Prepare” have been developed and will provide interventions for young people across Norfolk:

6.27 Protect

Since 2016, Norfolk Police has responded positively to tackling County Lines through Operation Gravity, which focuses on disruption and enforcement. However, the long-term strategy must be preventative. Protect is a targeted intervention focussing on those areas and demographic groups at the greatest risk of harm, in particular young people in school years 7,8,9 who:

- Are persistently absent from school
- Are in relationships with controlling/older individuals or groups
- Where there is suspicion of association with county lines and at risk of child exploitation
- When there has been a significant decline in school results, performance
- Any concerns regarding emotional well being

6.28 Two schools will be targeted for the Protect project, based upon:

- Norfolk MACE screening data
- Safer Schools Partnership incident data
- Low educational attainment
- High exclusion rate
- Existing pathway out provision (Kicks programme) in place

- 6.29 There is additional provision in the Protect project for a flexible cohort who are known to Early help, Norfolk Youth Offending Team, Detached Youth workers, Safer Schools Officers, School Designated Safeguarding Leads or those Working with Voluntary Community Service's in the Norwich locality.
- 6.30 Interventions are individualised based on risk management plans and will be delivered in either a residential setting (The Nest) or through a 12-week delivery model within the school setting. The 12-week delivery model has the capacity to be delivered either through group work or 1-2-1 intervention.
- 6.31 The Protect Officer will engage with the appropriate statutory services while addressing presenting issues e.g. substance misuse, extremism and radicalisation, the dangers and consequences of becoming involved in knife crime, understanding violent behaviour, poor school attendance, social isolation as well as family/carer support.
- 6.32 Prepare
- The Prepare strand will help to address the unprecedented rise in demand for mental health services from young people, a 10-15% year on year increase in Child and Adolescent Mental Health Services (CAMHS) referrals has been seen in Norfolk and Waveney.
- 6.33 Prepare offers a targeted intervention for young people in school year 10 whose emotional resilience and self-esteem has declined as a consequence of increased anxiety and stress.
- 6.34 This intervention will be made available to three Norfolk schools and will also allow for a flexible cohort who are engaging with existing NCCSF programmes.
- 6.35 Interventions are individualised based on risk management plans and will be delivered in either a residential setting (The Nest) or through a 12-week delivery model within the school setting. This 12-week delivery model will be delivered through either group work or 1-2-1 intervention.
- 6.36 The Prepare Officer will engage with the appropriate statutory services while addressing presenting issues e.g. reducing anxiety and stress through exercising, good nutrition and learning important coping strategies.
- 6.37 The desired outcomes of the Positive Futures Programme are:
- Young people engaged in the programme build trusted relationships with adults to increase their resilience
 - Young People are better able to make informed decisions regarding risky behaviours and decreasing their vulnerability to exploitation
 - A reduced likelihood of involvement in child criminal exploitation of those engaged in the programme
 - Improved quality of live and personal relationships of those children and young people engaged in the programme with their families/carers/teachers

7. Prevent Offending – Constabulary progress

- 7.1 Section 7 sets out the approach Norfolk Constabulary will be taking around the implementation of a pilot use of conditional cautioning in certain domestic abuse cases which is being funded by the Office of the Police and Crime Commissioner for Norfolk.
- 7.2 In 2014, on the back of a report by Her Majesty's Inspectorate of Constabulary into the police response to domestic abuse victims, every police force was required to develop an action plan to look at improving local police response.
- 7.3 In Norfolk the development of the police response to domestic abuse is overseen at a number of levels including regular local scrutiny at daily management meetings. In addition, the Constabulary work closely with the OPCCN and partners at the Domestic Abuse and Sexual Offences Board (DASVB) to consider a wide range of topics associated with protecting victims and refining how services are provided.
- 7.4 In 2018 the Home Office led a national consultation looking to consider how the response to domestic abuse could be further developed to provide better outcomes for victims.
- 7.5 One of the outcomes of the consultation (alongside other measures such as further training for officers and improving the court room environment for the victim) was the scope to consider intervention programmes, post investigation, outside of the formal court environment.
- 7.6 Currently there is no established national programme focused on addressing the behaviour of offenders around lower risk offending. Potentially this gap in service reduces the overall protection that can be offered to victims.
- 7.7 In 2012 Hampshire Constabulary in partnership with the Hampton Trust were given permission to establish Project CARA (Conditional Cautioning and Relationship Abuse). This was a pilot linking the conditional caution outcome to a short series of workshops aimed at addressing offender behaviour. Using strict selection criteria, the aim was to focus on the less serious instances in order to prevent offending.
- 7.8 A conditional caution is a formal out-of-court outcome issued for a range of offences. They can only be issued if the offender admits their involvement, accepts the conditions and agrees to the timeframe to address any directions given. If the offender complies then the case is finalised and there is no prosecution. If the offender does not comply then a normal prosecution will follow. Normally the Director of Public Prosecutions prohibits the use of conditional cautions in cases of domestic abuse.
- 7.9 The Hampton Trust are an already established partner within the criminal justice system and have since 1996 been delivering community-based interventions for families experiencing domestic abuse. The trust works directly

with offenders focusing on identifying the causation factors for violence and addressing these behaviours.

- 7.10 The initial evaluation of Project CARA by Cambridge University has indicated that the joint application of conditional caution and workshop has had a positive effect on reoffending rates over the normal condition caution tactic.
- 7.11 The Home Office has subsequently indicated the need to consider further testing in order to better build the evidence base around this potential rehabilitation tactic.
- 7.12 Norfolk Constabulary in partnership with the OPCCN see value in exploring a tactic that supports victims of crime and reduces their vulnerability to further offending. A linked-up bid has led to Norfolk being signed off as one of seven forces to further test this intervention opportunity.
- 7.13 The constabulary have elected to work with the Hampton Trust on the implementation of the project in Norfolk due to their experience in this subject area.
- 7.14 Strict criteria will be in place around the selection of offenders deemed suitable for the scheme which include:
- Must be male offenders over the age of 18
 - The offence is recorded as having been committed in Norfolk
 - They have no previous convictions or cautions for violence in the previous two years
 - They have no previous history of controlling or coercive behaviour
 - Their crime is partner domestic abuse focused only
 - They have admitted the offence and accepts full responsibility
 - They are not already on court/police bail
 - They are not already subject to a court order
 - That the current police risk assessment of the case is standard or medium
 - The victim themselves is spoken with, supports the offender being offered a place on the scheme and identifies no specific risk for the matter to be dealt with this way
 - The offender does not require an interpreter or an Appropriate Adult.
- 7.15 The programme will only be offered to offenders who have committed common assault, criminal damage, threatening behaviour or domestic theft. Offenders who have committed more serious violence or exhibit more extreme behaviour will not be included.
- 7.16 Leicestershire Police, also selected for this next phase of the pilot, will be developing their programme to include and respond to perpetrators from different cultural backgrounds. These findings will be shared at the completion of the next phase in order to extend the scheme more broadly.

- 7.17 Its anticipated that the next stage of the pilot will run for a minimum of two years.
- 7.18 The initial analysis of Norfolk domestic abuse offending data (October 2015 to January 2018) indicates a potential 3,278 offenders who meet the criteria around lower level offending. With this group of offenders responsible for 23% of all domestic abuse crimes its evident that a successful intervention could significantly protect victims by impacting on re-offending rates.
- 7.19 Examination of the 3,278 offenders has indicated that there were an estimated 757 offenders where the police were able to record a positive outcome in the investigation which is a potential indicator of the future potential numbers suitable for a referral to the scheme. Work is ongoing to look to more accurately establish the likely number the scheme will expect to accommodate.
- 7.20 The pilot in Norfolk is programmed to launch during January 2020 and is expected to run until January 2022.
- 7.21 Only sergeants working within the specialist Custody Investigation Units (CIU) will be able to authorise a referral to the CARA scheme once they have carefully considered the risk presented as well as a person's suitability against the election procedure. Those offenders not deemed suitable will be dealt with in the normal manner.
- 7.22 Offenders selected as suitable will be required to complete two mandatory workshops, four weeks apart. Each workshop will be on a Saturday from 10:00hrs to 15:00hrs with numbers being limited to ten attendees per session.
- 7.23 These are domestic abuse awareness workshops, using motivational interviewing to engage offenders to reflect on what led to their arrest. It is discussion-based group work. It is important to note that CARA is not anger management course.
- 7.24 Courses are run by two facilitators from the Hampton Trust. No police will be present. The only information relayed to the police will be the fact the person attended. The ethos behind CARA is that it is very much a positive opportunity to support offenders in addressing their actions and attitudes in order to prevent recidivism and repeat victimisation.
- 7.25 Victims are contacted by phone in between workshops to ensure their safety as well as at the completion of the second workshop.
- 7.26 Offender participation will be strictly managed. Those offenders that do not attend their identified workshops will be referred back to the police for further action. If an offender attends late they will be refused entry. If an offender misses a workshop they will get a second chance to take part in the programme.
- 7.27 At the completion of the CARA pilot, Norfolk will conduct a local review of the outcomes alongside contributing to the wider evaluation.

- 7.28 The OPCCN is funding the additional costs of the scheme across the pilot period and has supported the work with a grant of £60,500 to cover the project launch through to 2021/22. Details of this financial decision are available on the OPCCN website.
- 7.29 The future funding for this initiative will be reviewed at the ender of the pilot once the evaluation work has been considered.
- 7.30 Norfolk Constabulary’s Safeguarding Command will oversee the pilot and ensure robust processes are put in place including the recording of data connected with the scheme.
- 7.31 Initially there will be enhanced monitoring of the scheme and its application by the Crown Prosecution Service (CPS) on behalf of the Director of Public Prosecutions (DPP) to ensure the scheme is being applied appropriately.
- 7.32 An independent local evaluation of the Norfolk scheme will take place through the University of Cambridge.
- 7.33 A local independent scrutiny panel with membership across the criminal justice sector will meet regularly during the pilot to review performance and dip sample referrals to the scheme.

8. Performance Measures – Prevent Offending

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

COUNTY	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	1,469	1,455	1.0%
	*Number of Personal Property Crimes	12,836	**	**
	Number of Hate Crimes	1,128	1,120	0.7%
	Serious Sexual Offence Crimes (SSO)	2,183	1,808	20.7%
	Number of Domestic Abuse Crimes (DA)	10,684	8,046	32.8%
	Number of Online Crimes	1,447	1,242	16.5%

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	Number of Robbery Crimes	464	437	6.2%
	Number of Violence with Injury Crimes	7,214	6,454	11.8%
	Number of Rural Crimes	464	404	14.9%
	Number of first-time entrants to the criminal justice system per 10,000	31	47	-33%

*Personal property crimes include the following crime types:

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

** Long Term Average and Difference not available due to new burglary classifications introduced in April 2017. LTA for personal property crime should be available from April 2021.

KINGS LYNN & WEST NORFOLK	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	239	218	9.6%
	Number of Personal Property Crimes	1,804	**	**
	Number of Hate Crimes	128	134	-4.5%
	Serious Sexual Offence Crimes (SSO)	294	247	19.0%
	Number of Domestic Abuse Crimes (DA)	1,581	1,218	29.8%
	Number of Online Crimes	267	191	39.8%
	Number of Robbery Crimes	42	52	-19.2%
	Number of Violence with Injury Crimes	1,061	972	9.2%

Norfolk Police and Crime Panel – 4 February 2020

	Number of Rural Crimes	131	102	28.4%
	Number of first-time entrants to the criminal justice system per 10,000	Data not available at district level.		

** Long Term Average and Difference not available due to new burglary classifications introduced in April 2017. LTA for personal property crime should be available from April 2021.

BRECKLAND	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	223	209	6.7%
	Number of Personal Property Crimes	1,650	**	**
	Number of Hate Crimes	115	120	-4.2%
	Serious Sexual Offence Crimes (SSO)	292	234	24.8%
	Number of Domestic Abuse Crimes (DA)	1,319	1,018	29.6%
	Number of Online Crimes	199	174	14.4%
	Number of Robbery Crimes	29	28	3.6%
	Number of Violence with Injury Crimes	917	855	7.3%
	Number of Rural Crimes	92	97	-5.2%
	Number of first-time entrants to the criminal justice system per 10,000	Data not available at district level.		

** Long Term Average and Difference not available due to new burglary classifications introduced in April 2017. LTA for personal property crime should be available from April 2021.

NORTH NORFOLK	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	149	174	-14.4%
	Number of Personal Property Crimes	886	**	**
	Number of Hate Crimes	49	58	-15.5%
	Serious Sexual Offence Crimes (SSO)	213	182	17.0%
	Number of Domestic Abuse Crimes (DA)	797	604	32%
	Number of Online Crimes	98	113	-13.3%
	Number of Robbery Crimes	11	11	0%
	Number of Violence with Injury Crimes	502	437	14.9%
	Number of Rural Crimes	74	64	15.6%
	Number of first-time entrants to the criminal justice system per 10,000	Data not available at district level.		

** Long Term Average and Difference not available due to new burglary classifications introduced in April 2017. LTA for personal property crime should be available from April 2021.

SOUTH NORFOLK	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
	Number of Child Sexual Abuse Crimes (CSA)	145	167	-13.2%
	Number of Personal Property Crimes	1,434	**	**

Prevent Offending and Rehabilitating Offenders	Number of Hate Crimes	92	97	-5.2%
	Serious Sexual Offence Crimes (SSO)	253	206	22.8%
	Number of Domestic Abuse Crimes (DA)	1,097	771	42.3%
	Number of Online Crimes	140	145	-3.4%
	Number of Robbery Crimes	24	21	14.3%
	Number of Violence with Injury Crimes	628	534	17.6%
	Number of Rural Crimes	78	66	18.2%
	Number of first-time entrants to the criminal justice system per 10,000	Data not available at district level.		

** Long Term Average and Difference not available due to new burglary classifications introduced in April 2017. LTA for personal property crime should be available from April 2021.

BROADLAND	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	168	133	26.3%
	Number of Personal Property Crimes	1,295		
	Number of Hate Crimes	87	100	-13%
	Serious Sexual Offence Crimes (SSO)	221	155	42.6%
	Number of Domestic Abuse Crimes (DA)	1,050	764	37.4%
	Number of Online Crimes	122	131	-6.9%

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	Number of Robbery Crimes	16	19	-15.8%
	Number of Violence with Injury Crimes	594	593	0.2%
	Number of Rural Crimes	71	56	26.8%
	Number of first-time entrants to the criminal justice system per 10,000	Data not available at district level.		

** Long Term Average and Difference not available due to new burglary classifications introduced in April 2017. LTA for personal property crime should be available from April 2021.

NORFOLK CITY COUNCIL	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	277	288	-3.8%
	Number of Personal Property Crimes	3,662	**	**
	Number of Hate Crimes	482	427	12.9%
	Serious Sexual Offence Crimes (SSO)	550	475	15.8%
	Number of Domestic Abuse Crimes (DA)	2,759	2,091	31.9%
	Number of Online Crimes	271	253	7.1%
	Number of Robbery Crimes	251	224	12.1%
	Number of Violence with Injury Crimes	2,241	1,874	19.6%
	Number of Rural Crimes	2	2	0%
	Number of first-time entrants to the	Data not available at district level.		

	criminal justice system per 10,000			
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** Long Term Average and Difference not available due to new burglary classifications introduced in April 2017. LTA for personal property crime should be available from April 2021.

GREAT YARMOUTH	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	226	223	1.3%
	Number of Personal Property Crimes	2,013	**	**
	Number of Hate Crimes	164	173	-5.2%
	Serious Sexual Offence Crimes (SSO)	304	259	17.4%
	Number of Domestic Abuse Crimes (DA)	1,959	1,517	29.1%
	Number of Online Crimes	314	218	44%
	Number of Robbery Crimes	87	80	8.7%
	Number of Violence with Injury Crimes	1,201	1,144	5%
	Number of Rural Crimes	11	13	-15.4%
	Number of first-time entrants to the criminal justice system per 10,000	Data not available at district level.		

** Long Term Average and Difference not available due to new burglary classifications introduced in April 2017. LTA for personal property crime should be available from April 2021.

The long-term average (LTA) for the number of crimes is a three-year average calculated from the 36 months prior to the current 12-month period- so requires a total of 48 months of data. When new crime types or recording processes are introduced, this means that in some instances we will not be able to provide LTA measures until we have collected the necessary quantity of data. Child Sexual Abuse, hate crime, online crime and rural crime all underwent recording changes in October 2015 and has meant that until now we have been unable to report on LTA's and, by extension,

we have been unable to compare current crime rates against previous trends. Having now reached September 2019 data, we have the necessary 48 data points and so are able to report on LTA and 'Difference' for these crime types for the first time.

In a similar way, personal property crime contains figures for burglary residential crime which underwent recording changes in April 2017. Consequently, an LTA figure for this category will not be available until April 2021.

Personal property crimes include the following crime types:

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

Whilst we are unable to provide long-term averages for burglary residential data, we can provide it for the other categories. Of note is that theft of motor vehicle has increased up by 15.1% in the last 12 months compared to the long-term average.

The number of recorded domestic abuse crimes has gone up by 32.8% in the last 12 months against the long-term average. A key reason for this increase is a recent business decision that domestics are initially recorded as a crime and only converted to an incident once a crime has been negated. When the crime and incident numbers are combined, the demand is quite stable, seasonal variations aside.

Serious Sexual Offences include crimes of rape and other serious sexual offences, such as sexual assault. All police forces have recorded a rise in sexual offences, nationally sexual offences have increased by 9% (source: Office for National Statistics – Crime Survey for England and Wales). Norfolk has experienced a percentage change slightly lower than the national average but this rise may also reflect better recording practices and greater willingness to report offences. These figures include offences involving child-on-child offending, reporting of non-recent events and third-party reports. According to the Crime Survey of England and Wales, the number of police recorded crimes has not caught up with the survey results and it is likely that the increase seen will continue to rise. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime.

Better recording standards are believed to have influenced the 11.8% increase in offences of violence with injury compared to the long-term average. The majority of offences in this crime category are low level assaults (the most common is Actual Bodily Harm) and this trend has been seen nationally. This crime type will also include offences between children (previously sporadically recorded or dealt with by schools) and nursing and care homes where the victim and/or the offender lacks mental capacity.

Rural crimes figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crimes through its safer neighbourhood teams, and through targeted resources such as Op Randall and Op Moonshot. Kings Lynn & West Norfolk, Breckland and South Norfolk saw the highest number of rural crimes over the last 12 months.

First time entrants (FTE) into the Criminal Justice System is a measure that is expressed per 10,000 population of Norfolk's 10-17-year olds. The number of 10-17-year olds entering the criminal justice system continues to fall. The long-term average indicates the rate of first-time entrants was 47.0 per 10,000. This has fallen to 31.4 per 10,000 for the last 12 months we have data for (up to the end of June 2018). There could be a number of reasons for this drop. The use of safer school officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. In addition to this, there are a number of diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process. There is also a greater understanding that a number of children committing crimes have wider vulnerability issues which may be causing the criminality. For these situations, a multi-agency approach through contextual safeguarding at home, school and in the community is more suitable than the criminal justice route.

The influence of social media and access to the internet can lead to complex situations where children can be victims as well as offenders. This includes the sending of indecent images via text messages or apps. Norfolk Constabulary regularly provides guidance to protect and safeguard children, and to prevent an escalation in risk and harm'.

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

Complaints Monitoring Report

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

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

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 Democratic 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 Democratic 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 the following update in relation to ongoing complaints to date (all other complaints have previously been reported to the Panel as being completed):

- **Complaint 13 – Dated: 19 July 2019**

The complainant wished to advocate on behalf of a service user following their interaction with the PCC during a visit to the service. The complaint was recorded and the PCC provided a written apology.

Completed.

• **Complaint 14 – Dated: 9 August 2019**

The complainant alleged the PCC had broken every line of his Code of Conduct. The complaint was recorded and the complainant advised that, while the material reviewed did not disclose any allegations of misconduct by the PCC, no further action would be taken

Completed.

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 (July 2019), 10 FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:

- Encampments consultation
- Subject Access Request backlog
- PCC correspondence with Theresa May
- Temporary Agency Labour
- Cost spent on PCC branding since 2012
- Independent Advisory Group (IAG)
- WONDER project
- Employee roles under the Official Secrets Act
- Membership and Associations of the PCC
- Subject Access Requests

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 No complaints relating to the Panel have been received during the reporting period, but two FOI requests have been received:

- Employee roles under the Official Secrets Act
- Subject Access Requests

6. Action

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



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Information bulletin – questions arising to the PCC

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

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

1. Background

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

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

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

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 27 January 2020, are listed at **Annex 1** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 27 January 2020, are listed at **Annex 2** of this report.

c) Police Accountability Forum meetings

Agendas for these meetings are published on the PCC's website. Items discussed at the most recent Police Accountability Forum meeting are set out at **Annex 3** of this report.

d) Norfolk and Suffolk Collaboration Panel meetings

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered 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 4** of this report.

e) Other out-of-county activity between 20 November 2019 and 4 February 2020:

Date	Activity
30 January 2020	Eastern Regions Meeting - Essex OPCC Office, Kelvedon Park, Essex.

f) Audit Committee

The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at the most recent meetings are set out at **Annex 5** of this report.

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

The PCC has published a formal response to the HMICFRS inspection on the effectiveness and efficiency of the police response to cyber-dependent crime, published on 24 October 2019. This is attached at **Annex 6** of this report.

3. Suggested approach

3.1 The PCC has been invited to attend the meeting to respond to your questions and will be supported by members of staff.

4.0 Action

4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since the last Panel meeting.



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PCC's Decisions

Commissioned Services – Support Victims and Reduce Vulnerability

Daisy Project – Development Grant Extension

Decision 2019-63

The PCC agreed the allocation of a development grant to the Daisy programme. The Daisy Programme is a registered charity supporting men and women living with or who have been affected by Domestic Abuse within the Breckland district of Norfolk. The Daisy Programme offer free support and help through a variety of platforms including the Freedom Programme, My Confidence Courses, 1-2-1's and drop in Support Groups for survivors of domestic abuse in Breckland through referral mechanism working with clients aged 16 and above and who are assessed as standard risk. It is the aim through support that survivors will gain control of their lives by improving their confidence and self-esteem that will in turn enable them to make positive life choices for the future. The purpose of this Grant is to enable the Daisy Programme's Project manager to focus on development of the Daisy programme and sustainability.

Commissioned Services – Prevent Offending

The Hampton Trust (CARA Project)

Decision 2019-64

The PCC agreed funding for the CARA Project across Norfolk as a two-year pilot run by The Hampton Trust. The Domestic Abuse Consultation, Home Office (2018) revealed the necessity to identify innovation and best practice from a national audience regarding evidence-based perpetrator intervention, prevention, and protection which is key to stop repeat and serial perpetrators from reoffending and reduce crisis intervention. Project CARA (Conditional Cautioning and relationship Abuse) developed and run by Hampshire Constabulary and The Hampton Trust, with the permissions 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 DPP and the Crown Prosecution Service (CPS). The strategic aims of the Norfolk's Domestic Abuse and Sexual Violence board, Perpetrator partnership Sub Group includes a key commitment to improve the response to perpetrator provision through appropriate resourcing of projects and programme utilising national best practice, innovation and lessons learnt to address domestic abuse offenders' behaviours. Project CARA supports the strategic aims of the partnership.

Estates

Eastern Investigation Hub – submission of planning application

Confidential Decision 2019-67

The PCC approved the purchase of a new site for the Eastern Investigation Hub and submission of a planning application.

Estates – Hethersett Old Hall School – offer bid

Confidential Decision 2019-70

The PCC approved the submission of an offer for the site.

Estates – Bowthorpe Police Station – site sale

Confidential Decision 2019-71

The PCC approved the sale of the former station.

Caister On Sea Mast – Letting to Arqiva Limited

Confidential Decision 2020-05

The PCC approved the letting of aerial rights Arqiva at Caister On Sea mast.

Bodham Mast – Letting to Home Office (ESN)

Confidential Decision 2020-06

The PCC approved the letting of aerial rights to the Home Office for Emergency Services Network support.

Supplies, services and other

Force printing through multi-functional devices and the Suffolk bulk print facility

Confidential Decision 2019-62

The PCC approved the provision of printing services for the force.

ICT

Airwave Radio Handset Refresh – Refresh

Confidential Decision 2019-66

The PCC approved the purchase of new Airwave handsets for the force.

Employees

Chief Constable’s Contract of Employment

Confidential Decision 2019-69

The PCC has approved a year’s extension to the Chief Constable’s contract until October 2021.

Other

Police Complaints Reforms

Decision 2019-65

From the point that the relevant provisions of the Policing and Crime Act 2017 (“the Act”) are enacted, the PCC will adopt mandatory Model 1. The Act provides the opportunity for PCCs to take greater responsibility for managing public complaints against the police. It sets out mandatory and optional functions for PCCs, referred to as Models 1, 2 and 3. Mandatory Model 1 requires the PCC to take responsibility for those complaints which become the subject of a review and which are currently dealt with by the Chief Constable. It also requires the PCC to put in place and maintain oversight procedures in respect of the handling of police complaints generally.

Appointment of Legally Qualified Chairs

Decision 2019-68

The PCC approved the re-appointment of nine Legally Qualified Chairs (LQCs) for the Eastern Region for a further term of four years from 1 January 2020 and the appointment of 15 new LQCs for a four-year term from 1 January 2020.

Three yearly review of custody visitor appointments

Decision 2019-73

The Chief Executive reviewed the contents of the report and endorsed the proposal to renew the appointment of 17 Custody Visitors in Norfolk as of 1st September 2019 for a three-year term.

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

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

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

Summary of the PCC's activity

Norfolk PCC pledges continued support for domestic abuse survivors and victims
Norfolk's Police and Crime Commissioner Lorne Green is backing a countywide initiative aimed at tackling domestic abuse.

12 November 2019

Specialist Team tackling child exploitation nominated for international award

A specialist team dedicated to tackling child exploitation in the county has been nominated for an international policing award.

13 November 2019

Norfolk's Youth Commission continues to be 'voice of young people' in the county

The Police and Crime Commissioner's Youth Commission have had an eventful summer this 2019 touring the county and continuing to have their say on how to shape policing.

14 November 2019

Norfolk Independent Advisory Group Annual Meeting

Members of the public are invited to attend the Annual General Meeting of Norfolk's Independent Advisory Group (IAG) due to take place next week.

29 November 2019

New scheme to break cycle of domestic abuse to be introduced in Norfolk

An innovative pilot-project aimed at breaking the cycle of domestic abuse by educating offenders about the consequences of their actions is to be piloted in Norfolk.

4 December 2019

Organisations encouraged to bid for funding to help victims of domestic abuse in Norfolk

Norfolk's Police and Crime Commissioner Lorne Green is encouraging suitable organisations to bid to provide a specialist service to support victims and survivors of domestic abuse.

13 December 2019

Anti-slavery network to be launched in the county

A partnership to support victims of human trafficking and modern-day slavery is being launched in the county thanks to funding from the Office of the Police and Crime Commissioner.

13 December 2019

"A safe and resilient Norfolk" – PCC launches annual budget consultation

Norfolk's PCC has launched his annual budget consultation, setting out the challenges facing policing in the county and seeking residents' views on how best to meet them.

16 December 2019

Your chance to quiz Norfolk PCC and Chief Constable in Thetford

On 16 January, Lorne will be joined by Norfolk's Chief Constable for a Q&A in Thetford - giving people the opportunity to share their views on crime and policing in the Breckland area.

6 January 2020

PCC to visit Aylsham and Cromer to gather police funding views

With his consultation on the Norfolk policing budget ongoing, Lorne is continuing a series of visits to gather public views.

7 January 2020

PCC responds to inspection report on crime data integrity

The PCC has responded to a report published today by HMICFRS following its inspection of Norfolk Constabulary's crime data integrity.

7 January 2020

Thetford hosts latest policing and crime Q&A event

Residents and local business owners gathered in Thetford yesterday evening to air their views on crime and policing at the latest question and answer session.

17 January 2020

PCC responds to latest recorded crime statistics

PCC Lorne Green has released a statement in response to the publication of the latest recorded crime data by the Office for National Statistics (ONS) for England and Wales.

23 January 2020

Policing under the spotlight at PCC accountability meeting next week

Policing in the county will be put under the spotlight next week as Norfolk's PCC holds his regular Police Accountability Forum with the Chief Constable.

24 January 2020

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

Date: 28 January 2019	
Subject	Summary
Public agenda	
Police and Crime Plan Theme: Good Stewardship of Taxpayers' Money	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <ol style="list-style-type: none"> 1. The report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for the current year 2019/20. 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: PCC to note the report and:</p> <ul style="list-style-type: none"> • approve the increase to the capital programme budget of £1.524m outlined in paragraph 5.2 ("Further to the regional 7 Force approval of the purchase of a building in respect of the Eastern Region Special Operations Unit, an additional £1.524m will be incurred in 2019/20. Approval is therefore requested for the increase in the capital programme for this amount.") • approve the increase to the capital programme budget of £0.097m in respect of the Airwave handset replacement outlined in paragraph 5.3 ("A decision has been taken to begin a full Airwave handset replacement programme in this financial year, with the majority of the programme being delivered in 2020/2021. Approval is therefore requested for an increase in the capital programme budget of £0.097m in 19/20.")
Police and Crime Plan Theme: Increase Visible Policing	<p>Norfolk Constabulary Initial Plans for increasing officer numbers in line with the additional funding made available by the Home Office - The report sets out the Constabulary's initial plans and focus in response to Norfolk's share of the increased funding made available for additional officers.</p> <p>Recommendation: To note the report.</p>
Police and Crime Plan Theme: Prevent Offending	<p>Pilot - Use of Conditional Cautioning in Domestic Abuse cases - The report sets out the approach Norfolk Constabulary will be taking around the</p>

	<p>implementation of a pilot use of conditional cautioning in certain domestic abuse cases. It will highlight the circumstances when the opportunity can be considered and when it should not.</p> <p>Recommendation: To note the report.</p>
PSD Complaints Report	<p>1. This report relates to Complaints, Misconduct and Professional Standards information for the period 1st April 2019 to 30th September 2019.</p> <p>2. The report provides the following information:</p> <ul style="list-style-type: none"> • Complaints about Police Officer and Police Staff • Compliant reduction and trends • Service recovery • PCC Dip Sampling • Discipline Outcomes • Lessons learned <p>Recommendation: To note the report.</p>
Emergency Services Collaboration Group Update	Oral update
Emerging Operational/Organisational Risks	Oral update

The next PAF meeting is due to take place on 17 March 2020, 10:30am – 12:30pm in the Wroxham Room, Building 1, Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.

Public question and answer sessions: The last public question and answer session took place on Thursday 16 January 2020 from 6pm at The Bell Hotel, Thetford. 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

Date: 14 January 2020	
Subject	Summary
Public agenda	
Audit Committee Terms of Reference – Ethics/Accountability	<p>The Terms of Reference were reviewed in January 2019 and amended. A further review has been requested to ensure that these are still relevant and to give the committee an opportunity to amend further.</p> <p>Recommendation: To agree the terms of reference with any relevant amendments.</p>
Internal Audit	<p>To consider the following reports from the Head of Internal Audit (TIAA):</p> <ul style="list-style-type: none"> • 2019/20 Progress Update Report • 2019/20 Follow Up Review • 2020/21 Internal Audit Plan (draft)
Treasury Management	<p>To consider the following reports:</p> <ul style="list-style-type: none"> • 2019/20 Half Year Update (slide presentation) • 2020/21 Strategy (draft)
Annual Report	To consider the Audit Committee Annual Report (1 April 2018 to 31 July 2019).
Forward Work Plan	To consider the forward work plan.
Private agenda	
Strategic Risk Register Update	Report from Chief Executive and Chief Constable – OPCCN and Norfolk Constabulary, not published.

The Audit Committee is due to meet next at 2pm on 14 April 2020.

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.

Norfolk Police and Crime Commissioner (PCC) response to inspections of Norfolk Constabulary published by Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS)

Section 55 of the Police Act 1996 (as amended by section 37 of the Policing and Crime Act 2017) requires local policing bodies to respond to recommendations in inspectors reports within 56 days

Inspection Title:	Cyber: Keep the light on – An inspection of the police response to cyber-dependent crime
Date Published:	24 th October 2019
Type of Inspection:	National Inspection

KEY FINDINGS:

In early 2019, the Home Secretary commissioned Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) to inspect the effectiveness and efficiency of the police response to cyber-dependent crime by assessing whether:

- law enforcement has a well-designed strategy for tackling cyber-dependent crime;
- organisational structures provide the necessary capacity, capabilities and partnerships;
- victims of cyber-dependent crime receive a high-quality response; and
- staff at local and national levels are provided with appropriate learning opportunities to deal with cyber-dependent crime.

The inspection took place between April and June 2019 in ten police forces (Norfolk wasn’t one of those inspected), in addition to three law enforcement agencies and nine regional organised crime units.

HMICFRS inspected how the police and the National Crime Agency deal with the threat presented by cyber-dependent crime and the wide range of criminals that commit it. This includes hostile state actors, organised crime groups, and those involved in online harassment. The subsequent report, [Cyber: Keep the light on – An inspection of the police response to cyber-dependent crime](#), identified several areas of positive practice, including:

- efficient working arrangements between law enforcement agencies;
- a well-established national strategy for dealing with the threat from cyber-dependent crime;
- early identification and response to emerging threats;
- the implementation of minimum standards and recognised performance indicators; and
- the development of local cyber-dependent crime teams.

However, the Inspectorate warned that many of these achievements are undermined by inconsistencies in the response provided at a local level by forces. Specific issues included:

- concerns around the financial sustainability of capability and capacity at all levels;
- limited understanding of demand at a local level; and
- some forces not fully complying with initiatives to coordinate resources.

The report made one recommendation and four areas for improvement.

Recommendation

By 1 November 2020, the Home Office, the Cabinet Office, the National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime, the Director General of the National Crime Agency, and interested parties should revise the current police structure for the response to cyber-dependent crime. In doing so they should consider:

- the creation of a national police cyber-dependent crime network;
- the remit of any such network;
- how the network engages with other law enforcement agencies; and
- the tasking and co-ordinating responsibilities that will be required for the network to be effective.

Areas for improvement

There are some areas in which HMICFRS think those responsible for the police response to cyber-dependent crime and chief constables need to make improvements, but HMICFRS have not made specific recommendations about how those responsible should do this.

1. Chief constables should evaluate the use that their force makes of cyber specials and volunteers to ensure that they are used effectively.
2. With immediate effect, City of London Police should provide the Home Office with details of how the force intends to address the issue of reports being held in 'quarantine' within the Know Fraud system. Furthermore, the force should also identify its proposals to prevent a re-occurrence.
3. The National Police Chiefs' Council's lead for cyber crime and Coordinator for Economic Crime should revise the key performance indicators contained within the council's minimum capability standards for force cyber crime units. The revised standards should make clear:
 - the minimum standards for investigation;
 - the role of regional cyber crime co-ordinators in the recording, management, and review of cyber crime investigations; and
 - the use of the weekly list provided by the National Fraud Intelligence Bureau to comply with the performance indicators.
4. The National Police Chiefs' Council Coordinator for Economic Crime should review the role the National Economic Crime Victim Care Units in providing advice and support to victims of cyber-dependent crime.

CHIEF CONSTABLE RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

Norfolk Constabulary was not one of the forces inspected, however, the recommendation and areas for improvement are fully acknowledged.

In response to the increasing numbers of individuals and businesses becoming victims of cybercrime, a joint Cybercrime Unit was created in collaboration with Suffolk Constabulary in 2015. In addition to the joint unit, a Specialist Capability Team, temporarily funded by the Government's Police Transformation fund, has been established to operate until March 2020. The future funding of the Specialist Capability Team is under review, and work will continue to monitor and develop the Constabulary's response to cybercrime.

An area for improvement identified in the report is for forces to evaluate the use of cyber specials and volunteers to ensure that they are used effectively. In 2018, Norfolk and Suffolk Special Constabularies joined the "Cyber Specials and Cyber Volunteers scheme" (CSCV). In January this year, seven specials across Suffolk and Norfolk signed up and uploaded their biographies onto the National data base for Specials with specialist technical skills and experience. A Cyber volunteer has been recruited and is due to start with the Cybercrime team in January 2020. A further volunteer is looking to be recruited in the Spring 2020. The volunteers will be individually evaluated to determine their effectiveness.

PCC RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

Throughout my four year term as Police and Crime Commissioner I have been committed to not only improving the effectiveness of policing in the county but to ensure that Norfolk Constabulary has the technology needed to keep our population safe in the face of the complex 21st century challenges it faces.

As PCC with responsibility for the victim I am all too aware of the impact cybercrime can have on its victims both in terms of distress and harm, and inconvenience. I am assured, as is evidenced by its proactive work in this area to date, that Norfolk is a force which takes cybercrime seriously and is committed to continuing to tackle this evolving threat. That said, while it is pleasing to see the progress that has been made to date, we must always be mindful that cybercrime is an ever present and ever-changing threat, and so cannot rely on past achievements to deliver future protection.

While Norfolk Constabulary was not one of those inspected, I note the recommendations and, through my office's existing accountability framework will continue to monitor progress and development in this area.

For Office Use Only:

- ✓ Response forwarded to HMICFRS Section 55 Responses
- ✓ Response forwarded to Chief Constable
- ✓ Response forwarded to Police and Crime Panel
- ✓ Response published on the OPCCN website

Forward Work Programme

Date	Item	Attendees
10am, 19 February 2020, County Hall	Reserve date – to review a revised precept for 2019-20, if vetoed (the Panel must review and report by 22 February 2020)	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 24 March 2020, County Hall	Police and Crime Plan performance monitoring (including commissioned services) Complaints Policy Sub Panel – update Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel Annual Report 2019-20 Co-opted Independent Member Recruitment Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
May 2020	PCC elections	
June 2020	Panel Member induction / informal meeting with PCC	
10am, 30 June 2020, County Hall	Election of Chairman and Vice-Chairman Co-opted Independent Member Recruitment Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan performance monitoring (including commissioned services)	Commissioner, supported by members of the Commissioner's staff and Chief Constable

	<p>PCC Complaints Monitoring Report</p> <p>Information bulletin – questions arising to the PCC</p> <p>Norfolk Police and Crime Panel funding</p> <p>Forward Work Programme</p>	
10am, 30 September 2020, County Hall	<p>PCC's 2019-20 Annual Report</p> <p>Independent Custody Visitor Scheme Annual Report</p> <p>Complaints Policy Sub-Panel – Update</p> <p>Information bulletin – questions arising to the PCC</p> <p>Forward Work Programme</p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 1 December 2020, County Hall	<p>PCC's 2021-22 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 2020</p> <p>Forward Work Programme</p>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
January 2021, County Hall (To be confirmed)	Panel Member briefing – review of PCC's precept proposal	
10am, 2 February 2021, County Hall	Review the PCC's proposed precept for 2020-21 (the Panel must review and report by 8 February 2020)	Commissioner, supported by members of the Commissioner's staff and Chief

	<p>Police and Crime Plan performance monitoring (including commissioned services)</p> <p>PCC Complaints Monitoring Report</p> <p>Complaints Policy Sub Panel – update</p> <p>Information bulletin – questions arising to the PCC</p> <p>Forward Work Programme</p>	Constable
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The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2019-20: Cllr Sarah Bütikofer, Mr Peter Hill, Cllr Michael Edney, Cllr Mike Smith-Clare, Air Commodore Kevin Pellatt (Chairman)

Date of last meeting: 7 November 2019

Next meeting: 19 February 2019

PCP training and network events

- Eastern Region PCP Network: 12 March 2020 (Air Commodore Kevin Pellatt due to attend).
- Annual PCP conference: 24 November 2020 (Scarman House, Warwick Conference Centre)

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; the last meeting took place on Monday 28 October 2019 at County Hall.

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

- 17 March 2020

PCC public question and answer sessions – 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.