

Norfolk Police and Crime Panel



Date: **4 April 2017**

Time: **10am**

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

Panel Members are invited to attend a pre-meeting at 9:15 am on 4 April 2017 in the Colman Room, County Hall, Norwich.

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

Membership

Main Member	Substitute Member	Representing
Mr William Richmond	Mr Mark Robinson	Breckland District Council
Mr Fran Whymark	Mr Roger Foulger	Broadland District Council
Ms Katy Stenhouse	Mr Paul Hammond	Great Yarmouth Borough Council
Mr Brian Long	Mr Colin Manning	King's Lynn and West Norfolk Council
Mr Alec Byrne	Michael Chenery of Horsburgh	Norfolk County Council
Mrs Margaret Wilkinson	Mr Terry Jermy	Norfolk County Council
Mr Brian Hannah	Mr James Joyce	Norfolk County Council
Mr Richard Shepherd	Mr Nigel Dixon	North Norfolk District Council
Mr Paul Kendrick	Mr Keith Driver	Norwich City Council
Dr Christopher Kemp	Mr Robert Savage	South Norfolk Council

Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Alexander D Sommerville, CPM	(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

A g e n d a

- 1. To receive apologies and details of any substitute members attending**
- 2. Declarations of Interest**

Norfolk County Council and Independent Co-opted Members

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

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

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

If you do not have a **Disclosable Pecuniary Interest** you may nevertheless have an **Other Interest** in a matter to be discussed if it affects:

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

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

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

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

4. **Minutes**

(Page **5**)

To confirm the minutes of the meeting held on 2 February 2017.

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 March 2017**.

6. **Police and Crime Plan for Norfolk 2016-2020**

(Page **14**)

To consider the development of the Plan.

7. **Office of the Police and Crime Commissioner for Norfolk - Commissioned Services**

(Page **61**)

To consider an update about commissioned services.

8. **Complaints Handling Sub-Panel**

(Page **78**)

To consider an update from the Chairman of the Sub-Panel.

9. **Information bulletin – questions arising to the PCC**

(Page **82**)

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

10. **Work Programme**

(Page **91**)

To review the proposed work programme.

Date Agenda Published: Monday 27 March 2017

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

All enquiries to:

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Norfolk Police and Crime Panel

Minutes of the Meeting held on 02 February 2017 at 10am in the Edwards Room, County Hall, Norwich

Main Panel Members Present:

Mr Michael Chenery of Horsbrugh	Norfolk County Council
Mr James Joyce	Norfolk County Council
Dr Christopher Kemp	South Norfolk Council
Mr Paul Kendrick	Norwich City Council
Mr Colin Manning	Borough Council of King's Lynn and West Norfolk
Mr William Richmond	Breckland District Council
Mr Richard Shepherd	North Norfolk District Council
Mr Fran Whymark	Broadland District Council
Air Commodore Kevin Pellatt	Co-opted Independent Member
Mr Alexander D Sommerville, CPM	Co-opted Independent Member

Officers Present:

Mrs Jo Martin	Democratic Services and Scrutiny Support Manager
Mr Chris Walton	Head of Democratic Services
Mr Harvey Bullen	Assistant Director of Finance, Norfolk County Council

Others Present:

Mr Simon Bailey	Chief Constable, Norfolk Constabulary
Mr Martin Barsby	Director of Communications and Engagement, Office of the Police and Crime Commissioner
Mr Lorne Green	Police and Crime Commissioner for Norfolk
Mr Peter Jasper	Head of Finance, Norfolk and Suffolk Constabularies
Ms Sharon Lister	Director of Performance and Scrutiny, Office of the Police and Crime Commissioner
Mr Mark Stokes	Chief Executive, Office of the Police and Crime Commissioner

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

- 1.1 Apologies were received from Chairman Mr A Byrne (Mr M Chenery of Horsbrugh substituting), Vice-Chairman Mr B Hannah (Mr J Joyce substituting), Mr B Long (Mr C Manning substituting), Ms K Stenhouse, and Mrs M Wilkinson.

2. Order of Business

- 2.1 'Election of Chairman' was taken as the next item of business, then the Panel returned to the running order as set out on the agenda.

3. Election of Chairman

- 3.1 The Chairman and Vice-Chairman had sent their apologies to the meeting, therefore it was necessary to elect a member of the Panel to Chair the meeting.
- 3.2.1 Mr M Chenery of Horsbrugh nominated Dr C Kemp, seconded by Mr A Sommerville.
- 3.2.2 The Panel **ELECTED** Dr C Kemp to Chair the meeting.
- 3.2.3 Dr C Kemp in the Chair.

4. Members to Declare any Interests

- 4.1 There were no declarations of interest.

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

- 5.1 There were no matters of urgent business.

6. Minutes of the meeting held on the 22 November 2016

- 6.1 The minutes of the meeting held on the 22 November 2016 were agreed as an accurate record and signed by the Chairman.

7. Public Questions

- 7.1 No public questions were received.

8. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2017/18

- 8.1.1 The Panel received the report detailing the Commissioner's budget consultation 2017/18, the process for the panel's decision regarding the precept, and the forecast police budget from 2017-2020.
- 8.1.2 The Chairman welcomed the Commissioner and his team to the meeting.
- 8.1.3 The Director of Communications and Engagement introduced Annex 1 of the report. In November 2016 a report had been brought to the Panel detailing the timescales

and approach to the precept consultation; the timescale had been extended from 4 to 6 weeks to allow more time for people to respond. 67% of respondents said they would be prepared to pay the extra 1.99% police precept. A copy of all written responses would be made available to view in the Members room.

- 8.1.4 The Head of Finance for the Constabulary introduced Annex 2, the budget report and medium term financial plan; he reported that if there was a council tax freeze, £14.7m of savings would need to be identified over the life of the plan, however with a precept of 1.99%, £9.5m of savings would need to be found of which £6.6m had been identified, meaning further savings and efficiencies would need still be needed.
- 8.1.5 The Funding Formula for the Government police grant was under review and the outcome expected in 2018/19, therefore the budget would be subject to change in line with changes to the Funding Formula.
- 8.1.6 The capital budget included investment for modernisation in technology, body worn video and replacement for air wave radios for example.
- 8.1.7 Earmarked reserves were forecast to reduce from approximately £20m to approximately £6m over the span of the medium term financial plan.
- 8.2 Mr R Shepherd arrived at 10:13am.
- 8.3 The Commissioner addressed the Panel (see Appendix A) regarding work undertaken to engage with community groups, organisations and the voluntary sector during the consultation process. The Commissioner confirmed that he proposed to raise the police precept by 1.99%, which would increase Band D Council Tax by £4.23 per year, around 8p per week.
- 8.4.1 **Questions arising from Annex 1:**
- 8.4.2 Page 22 of the report indicated the highest percentage of consultation responses came from people living in South Norfolk (approximately 26%), and the lowest from people living in Great Yarmouth (approximately 9%). The Police and Crime Commissioner reported that the consultation was launched in Great Yarmouth and was unsure of the reason for the disparity in the figures. The Director of Communications and Engagement, confirmed that an equitable approach to promoting the consultation was taken in each area; it was possible that the higher response seen was due to a surgery carried out in a Mulbarton supermarket where the footfall was high. The Commissioner discussed that response rates were analysed throughout the consultation so promotion could be increased where low response levels were seen.
- 8.4.3 The Commissioner and the Chief Constable reported that the cost of a police officer was approximately £41,500. A 1.99% increase in the police precept would provide an additional £1.2m which was equivalent to the cost of approximately 30 police officers; 83% of the police budget represented staff costs.
- 8.4.4 The detective resource had been moved into the vulnerability team due to requirements of crimes such as domestic abuse, child sexual exploitation and other priority areas; a dedicated team had been set up to research the future of policing and identify trend lines to ensure the workforce could meet demand.

- 8.4.5 The Chief Constable reported to the Panel that without the precept, the critical infrastructure could not remain; valuable links such as those with early help teams and other key priorities would not be sustainable. He reported that the precept would allow the Police to meet community expectations which would otherwise not be sustainable; £32m of savings had already been found while protecting frontline services and any further cuts made above those indicated would put critical services at risk of delivery.
- 8.4.6 Mr Sommerville congratulated Norfolk Constabulary on the grading received at their HMIC (Her Majesty's Inspectorate of Constabulary) inspection; his congratulations were echoed by the Chairman and Panel.
- 8.4.7 The Chief Constable confirmed that there was a separate budget for money given specifically to cover costs associated with officers for the Sandringham estate.
- 8.4.8 It was queried, if the 1.99% precept still required savings to be found, how the Commissioner intended to deliver improvements, as requested by the public in the consultation. The Chief Constable was required to align assets to meet the demands of crime and deliver the police and crime plan; savings and economies of scale had been identified and would be presented to the Panel on the 20 March 2017 (see paragraph 8.4.10). He gave an example of the dedicated Police Constable at King's Lynn police station since April 16, whose key role was to increase police visibility and improve links with the community; she had done this through, for example, supporting residents to set up a new speed watch and homewatch teams. The Chief Constable planned to increase the number of special constables from 250 to 350; 20 special constables with a rural focus had been recruited, which had had a positive impact on rural crime and a second rural crime summit was due to be held in early April 2017.
- 8.4.9 The Commissioner was keen to address Church roof lead theft and heritage crime, and had identified that there were 157 churches at risk in Norfolk; he was due to launch a campaign to protect Norfolk's Churches in conjunction with the diocese.
- 8.4.10 The Commissioner invited Panel Members, Independent Members and substitute Members to a presentation on the plans for Norfolk 2020 and the future policing model on 20 March 2017 at Wymondham Police HQ.
- 8.4.11 Regarding the future of neighbourhood policing, the Chief Constable reported that important areas were investment in Early Help, schools, early intervention, meeting new and emerging threats through initiatives such as Operation Gravity and drug related crime. The Chief Constable was confident that he could deliver a model to meet all these challenges.
- 8.5.1 **Questions arising from Annex 2:**
- 8.5.2 A concern was raised regarding the reduction in reserves detailed in Appendix E of the report. The Commissioner planned to "invest to save"; evidence showed body worn video could cut police complaints by up to 80%. Investing in these would therefore create a saving by releasing police staff from dealing with complaints and reducing time spent involved in the court process as well as creating a safer working environment for the police. There were also plans to refurbish and modernise stations in order to accrue savings in the future.

- 8.5.3 The Head of Finance for the Constabulary, reported that Norfolk currently had a higher level of earmarked reserves relative to some other forces, as well as a general reserve of £4m. After using reserves to fund the “invest to save” capital programme as indicated in the report, the total reserve amount was forecast at approximately £10m at 31/03/2021, which, at 7% of the budget, would be more in line with the reserve levels of other similar forces.
- 8.5.4 A query was raised regarding the impact of changes to the funding formula and the statutory amount required to have in reserve. It was clarified that there was no statutory minimum reserve amount; this was a local decision for the Chief Finance Officer and Commissioner to decide upon. The Commissioner reported that he had registered the challenges associated with the rurality of Norfolk to the Policing Minister as part of the review of the funding formula.
- 8.5.5 It was noted that there was no forecast expenditure for “7 force collaboration” from 2019/20 onwards. The Chief Constable clarified that this expenditure related to funding to the development plan team; the 7 Police Chiefs and Police and Crime Commissioners showed commitment towards continued collaboration, therefore he believed this would continue.
- 8.6 The Panel:
- 1) **NOTED** the Police and Crime Commissioner for Norfolk’s 2017/18 Revenue Budget and Capital Programme, the Medium Term Financial Plan 2017/18 to 2020/21, and the funding and financial strategies;
 - 2) **AGREED** unanimously to endorse the Police and Crime Commissioner for Norfolk’s proposed precept for 2017/18 to increase the policing element of the Council Tax by 1.99%;
 - 3) **AGREED** that the Acting Chairman should write to the Commissioner to formally report the outcome of the Panel’s consideration of the precept proposal;
 - 4) **NOTED** that the reserve meeting on 21 February would be cancelled.
- 8.7 The Chairman thanked the Police and Crime Commissioner and Team.

9. Complaints Monitoring Report

- 9.1 The panel received the report outlining details of ongoing complaints relating to the Commissioner, FOI (freedom of information) requests to the OPCCN, and complaints and FOI requests relating to the Police and Crime Panel.
- 9.2.1 The Director of Performance and Scrutiny updated the Panel that the Policing and Crime Bill had received Royal Assent on the 31 January 2017. She had attended a Home Office workshop in December, where the implications of the new complaints process for Police and Crime Commissioners had been discussed. Another workshop was due to take place in March, to look at associated regulations. A paper would be brought to the Complaints Handling Sub Panel with more detailed information for those Members later that month.
- 9.2.2 The Commissioner planned to meet with Suffolk’s PCC to discuss moving ahead on complaints now that the Bill had received Royal Assent.

9.3 The Panel **CONSIDERED** and **NOTED** regular monitoring information.

10. Information bulletin – questions arising to the PCC

- 10.1 The Panel received and **NOTED** the report giving information on the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.
- 10.2.1 The Commissioner clarified that the Constabulary was currently recruiting a further mental health worker to work in the Control Room, in addition to the 5 existing mental health workers. This member of staff would have a triage function to accompany officers to some incidents where mental health issues were involved, provide advice to officers attending incidents either on the phone or through provision of factsheets, and as a resource to compliment occupational health to the Constabulary and their families.
- 10.2.2 The Chief Constable clarified that recruiting this extra mental health worker would not allow 24/7 mental health support cover, however, the team worked to ensure staff were available at priority times when they would be required.

11. Work Programme

- 11.1 The Panel reviewed and **NOTED** the forward work plan, which was now presented as a rolling 12 month programme and had been agreed with colleagues in the Commissioner's office.

The Panel **AGREED** to add:

- Presentation on **20 March 2017 at Wymondham Police HQ** on the plans for Norfolk 2020 and the future policing model. For Panel Members, Independent Members and substitute Members;
- **A panel pre-agenda/briefing meeting** to follow the presentation on the **20 March 2017 at Wymondham Police HQ**. The Commissioner confirmed that the Panel could use a room at the Wymondham Police HQ for this meeting;
- Complaints Handling Sub-Panel meeting on the **21 February 2017 at 10am in the Cranworth Room**.

The meeting ended at: 11:24am

CHAIRMAN

Thank you Chairman, thank you Peter for your thorough analysis of the financial landscape, and thank you to my office for carrying out another robust and exhaustive public consultation. The County is well served by a dedicated, motivated and professional staff in my office, and by the officers and staff of one of the top police forces in the country.

A key part of my role as PCC is to make sure the whole of the Norfolk community, partners and key organisations have their voice heard when it comes to policing and criminal justice. My promise has been that every man, woman and child should have the opportunity to influence local policing priorities where they live.

So I was heartened to see that two and half thousand people responded to the five-week budget consultation and had their say online, emailed, wrote letters, called the office and gave their views face to face. I want to thank them all. I also want to thank the 800 plus people who took the time to add comments and feedback. No view was ignored. It was a hugely encouraging response. It shows that people are passionate about their police force and that they want to know their voice is heard. It is. I would also like to thank the Norfolk media for the public spirited way in which they helped us spread the word and ensuring the Norfolk community had a chance to have their say.

Mr. Chairman, I have the best job in the county. I also have the worst. The best part is the opportunity I have to meet people and groups right across the county. Last Friday night, Saturday morning I spent on Prince of Wales Road in Norwich meeting young people, people sleeping rough, club managers, doormen and police. This afternoon I will host a forum for key stakeholders in the night time economy. On Monday of this week I attended a surgery in Sainsbury's in King's Lynn; that same evening I hosted a public meeting in King's Lynn attended by 93 people. Two nights ago I met with Dereham Town Council. Tomorrow I am at Norwich Prison. Sunday I will attend a swearing-in ceremony for new Special Constables. That is the part of the job I love best, and that is the way I best equip myself to give a voice to the community, including importantly, the vulnerable and victims. It is my privilege and my duty to reach out to all sectors of the community; not wait for them to seek me out.

And the worst part of the job? Having to contemplate proposing a tax increase to meet policing needs. The reality is that certain national and international priorities must be met -addressing child exploitation, sexual violence, domestic abuse, cyber crime, counter-terrorism. At the same time, our Norfolk community have told me they want to see more visible policing, because it is important not only that they are safe; they want to feel safe. They want our roads to be safe, rural crime prevented and combatted, the scourge of big time drug dealers in our county tackled, the desecration of our county heritage, such as theft of lead from church roofs, stopped. People are fed up with anti social behaviour - vandalism, graffiti. The elderly, the disabled and minority groups need assurance that they are safe, and they can feel safe.

As you have already heard this morning, I consulted on two options. I asked whether people would be prepared to pay approximately 2% extra in the policing element of the Council Tax, or did they want a freeze. It was important to me that the consultation set out clearly the financial scene and put both options in context, explaining what each might mean in terms of the future policing of our county.

I once again travelled the county, and after launching in Great Yarmouth I took the consultation to Aylsham, Sheringham, Mulbarton, King's Lynn and Norwich to name but a few. I heard from people from Wells to Attleborough and from Holt to Thorpe St Andrew.

The voice of the public was clear; our fellow citizens, by a margin of 76% to 24%, said they were prepared to pay more for their police force.

At the same time I heard the message loud and clear from the Chief Constable on the challenges he faces in the light of mounting essential demands. To quote a past United States President, I trust, but verify. I prodded into the nooks and crannies of the Constabulary, I reviewed the accounts. Current demands, and the existing deficit are outstripping current means. Something has to give.

Mr. Chairman, even were the precept to rise, the Norfolk Constabulary still would have a mountain to climb. No-one can be in any doubt that the Force will continue to face difficult decisions over the next few years. I am afraid that is the reality of the situation.

The nature of crime is changing and the Force must adapt to meet each and enormous challenges. The skills and infrastructure required to investigate such serious crimes as child exploitation, sexual violence and domestic abuse, and on-line fraud, are complex and resource intensive. This comes at a cost.

At the same time, I have made it clear that even in tough times I want not only to sustain police services - I want to challenge the Constabulary to improve services to the public in such areas as visibility and engagement. I also want to ensure our officers are well equipped with the 21st century tools to stay ahead of the criminals. To do that the Force must continue to innovate and explore all avenues. I will continue to hold the Chief Constable to account in these areas.

I said in the run up to last May's election, and have continued to say, that I would only consider increasing the precept if I was convinced the constabulary was making a best effort to make real and sustainable efficiencies and was exploring all options for further savings. I have been pushing the Force hard in this area and will continue to do so. By April over £30m of savings will have been achieved by Norfolk Constabulary; half of which through collaboration with our Suffolk partners. That is reassuring but that work must continue.

Work is gathering pace with neighbouring Forces under the banner of the "7 force collaboration" to explore options for more effective and efficient working with partners across the region. Again that is reassuring but there is more to do.

I am seeking to drive forward more joined-up services in the county and the region on the interest of better service provision, more cost-effective service delivery to the community. But Mr. Chairman, the Constabulary cannot be looked to as the service provider of last resort because other community services whether in housing, children's services, mental health, substance abuse therapies are over-stretched. The police force is not a replacement for social and health services. We must work with the whole range of statutory, voluntary and charitable agencies in a collaborative way with the interests of the vulnerable, the disadvantaged and the victims always at the heart of what we do.

We must continue to engage with Central Government to fight for a fair deal for Norfolk. The Home Office is currently engaging with the policing sector on changes to the policing funding formula, with a report due to go to the Policing Minister shortly on next steps. I have contributed to submissions to the Minister from Eastern region PCCs and from the National Rural Crime Network outlining some of the particular challenges we face as a disparate rural county. I will keep fighting our corner. Mr. Chairman, I am acutely aware these are not just tough times for Norfolk Constabulary. It is no easy thing for taxpayers when they are asked to bear an additional burden to sustain, and hopefully improve, crime prevention and fighting in our county. I have been very mindful of this in coming to my decision.

So to conclude, Mr. Chairman, over the past few months I have listened to the views of the community, the Chief Constable, key stakeholders and partners in the police, community safety and local criminal justice arenas. I have sought objectively to reconcile essential demands, public expectations, and available resources to ensure the people of Norfolk are safe, and that they feel safe, and that we care sympathetically for victims and protect the vulnerable. After carefully considering all the feedback I today propose raising the police precept by just under 2 per cent, which will have the effect of increasing Band D tax by £4.23 per year, or around 8 pence per week.

- Lorne Green, Police and Crime Commissioner for Norfolk

Police and Crime Plan for Norfolk 2016-2020

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

The Panel is recommended to:

- 1) Consider the development of the PCC's Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what comments or recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 The Police and Social Reform 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 the final Police and Crime Plan for Norfolk 2016-2020 and its development.
- 2.2. At its 14 September 2016 meeting, the Panel received a report setting out the PCC's draft Plan and the outcome of his public consultation.
- 2.3. Having spent some time validating his draft Plan with key stakeholders and 'putting some meat on the bones' in terms of initiatives to support the Plan's main aims, the PCC formally launched his Police and Crime Plan for Norfolk 2016-2020 on 13 March 2017. A copy is attached at **Annex 1** of this report for the Panel to consider.
- 2.4. While the PCC's seven core priorities remain broadly the same as those in the draft Plan, the final version now also includes a detailed list of actions to deliver the strategic objectives as well as a number of performance measures. The Plan also sets out the PCC's commissioning intentions for 2016-2020, which focus on investing in preventative strategies and interventions.
- 2.5. 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.
- 2.6. After the PCC has presented his report, the Panel may wish to question him on the following areas:
 - a) The main messages from key stakeholders and how they have influenced the development of the final Plan.
 - b) The PCC's personal pledge.
 - c) Whether any significant changes have been made to the strategic objectives supporting each core priority.
 - d) The detailed list of actions that describe how each strategic objective will be met.
 - e) The specific performance measures that have been included for some priorities.
 - f) How performance against the Plan will be monitored and evaluated, including the development of the new framework for policing objectives.
 - g) Progress with the development of a new policing model for Norfolk.
 - h) How partnership working and collaboration is supporting the Plan.
 - i) What the Norfolk and Suffolk Collaboration arrangements cover.

- j) What the Seven Force Strategic Collaboration Programme covers.
- k) Whether savings targets have been set for collaborative activity and if they are on track to be achieved.
- l) Whether collaboration is delivering operational effectiveness and how that is being measured.
- m) How collaboration with Norfolk's business community is being explored and the issues this might help to address.
- n) Work being undertaken to explore the challenges and opportunities in relation to collaboration with other blue light services.
- o) The development of long term commissioning intentions and how they will support delivery of the Plan.

3. Action

3.1 The Panel is recommended to:

- 1) Consider the development of the PCC's Police and Crime Plan for Norfolk 2016-2020.
- 2) Decide what comments or recommendations (if any) it wishes to make to the PCC.



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Police & Crime Plan

2016-2020



Working together
for a safer Norfolk



CONTACTING YOUR PCC

If you would like the information within this document in an alternative format, please contact the Office of the Police and Crime Commissioner for Norfolk (OPCCN) with your request:

Ако се нуждате от тази информация в различен формат или език, моля, свържете се с:

Ja jums šī informācija ir nepieciešama citā formātā vai valodā, lūdzu, sazinieties ar:

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Dacă doriți aceste informații în alt format sau altă limbă, vă rugăm să contactați:

Если вам необходима данная информация в альтернативном формате, пожалуйста, свяжитесь с:

Se você precisar desta informação em um formato ou língua diferente, por favor contate:

By post: Lorne Green, Police and Crime Commissioner for Norfolk, Building 8, Jubilee House, Falconers Chase, Wymondham, Norfolk NR18 0WW.

By telephone: (01953) 424455

By fax: (01953) 424462

By email: opccn@norfolk.pnn.police.uk

Website: www.norfolk-pcc.gov.uk

Twitter: @NorfolkPCC

Facebook: Norfolk PCC



A MESSAGE FROM POLICE & CRIME COMMISSIONER LORNE GREEN



Protecting the vulnerable, supporting victims and preventing crime

As your Police and Crime Commissioner (PCC), I am responsible for drawing up a Police and Crime Plan for our county, setting out how we will work together over the next four years to tackle and prevent crime and disorder in Norfolk, protect the most vulnerable in our community and support victims.

Due to the work and commitment of Norfolk Constabulary and other partners, we are fortunate to live in one of the safest places in the country. During my election campaign, I travelled the length and breadth of our county, listening to people and hearing about their concerns and the issues they face.

This experience has made me more determined than ever to lead the fight against crime, to give our police force the resources it needs to invest in frontline policing, to ensure it has the capacity to tackle domestic abuse, sexual offences and cyber-related crime in all of its forms, and to support and protect victims of crime, helping them to recover from their experiences.

This is my first Police and Crime Plan and, in it, I have set out my vision for preventing and fighting crime, tackling its causes, and protecting the most vulnerable in our communities from victimisation.

I intend to do all I can to make our county safer by driving through measures to make our police force more efficient, including the delivery of a more innovative and effective model of local policing, with a view to a significant increase in visible policing.



I am also determined to address perpetrators of crime, by improving pathways to rehabilitation, with the ultimate aim of reducing demand on the police and criminal justice system and the costs to victims and the organisations that support them.

In this Police and Crime Plan, preventative strategies are vital to achieving my long-term objectives and these will be reflected in the services and interventions commissioned by my office over the years ahead. I will strive to ensure that victims of crime in Norfolk get the best possible support with the resources available, and I am determined to do all I can to reduce the number of victims of crime that need support in the first place.

During my election campaign I pledged to be the PCC for every man, woman and child in Norfolk and give everyone a voice in how our county is policed. I started to do this through an eight-week countywide public consultation on crime and policing priorities, the responses to which I have drawn upon to help set the priorities in this plan.

Over the course of the years ahead, I will continuously review performance on delivering this Plan and the impact it is making, in line with changing national and local policy. This will be done in public through reports to the Police and Crime Panel - the body responsible for holding me to account for my work as your PCC.

Norfolk is our county, Norfolk Constabulary is our police force and this is our Police and Crime Plan. I look forward to working with you over the years ahead, as your servant, to deliver it.

Lorne Green
Police & Crime Commissioner for Norfolk





VISIBLE, ACCESSIBLE, ACCOUNTABLE: MY PLEDGE TO YOU



Together we will work to make Norfolk a safer place for everyone -
this is our vision for the next four years.



Tackling crime and disorder in Norfolk, protecting the vulnerable and supporting victims is not something that any one individual or organisation can achieve in isolation.

I intend this Police and Crime Plan to be the foundation upon which we - police, partners and communities - join forces to achieve our shared goals.

As your PCC, I have a key role to play in delivering that vision and, in doing so, I pledge to you that I will be:

visible, accessible and accountable.



VISIBLE

- I will be visible and demonstrate the relevance of my office to your safety by carrying out my duties full-time, seizing opportunities to attend public events and meetings in your area, engaging with our police, and raising awareness of my work on your behalf, and the work of Norfolk Constabulary.
- I will ensure that the Chief Constable provides a policing service that is visible and accessible in your community, and that my scrutiny role is carried out in public through open accountability fora across the county.
- I will be open and transparent about my work and that of my office, highlighting the contributions it is making to ensuring this Police and Crime Plan is preventing crime and supporting victims.

ACCESSIBLE

- I will ensure that the Chief Constable and I are accessible throughout the county and provide you with the opportunity to give us your views on policing and the community safety issues that affect your lives on a daily basis. This includes contacting me directly via a dedicated email address: TellLorne@norfolk.pnn.police.uk.

ACCOUNTABLE

- I will be accountable to every man, woman and child in Norfolk for ensuring that they have a voice in the policing service they receive.
- I will hold the Chief Constable to account in public, at times and in locations within reach of you across the county.
- I will fight discrimination and ensure that Norfolk's police service is fair and equitable (see Appendix A).
- I will be transparent in my decision-making and ensure that all decisions I make are published on the Norfolk PCC website.
- I will deliver your priorities and regularly update you and the Police and Crime Panel on my progress.
- I will be a good steward of the public's money.





DECIDING OUR PRIORITIES FOR THE NEXT FOUR YEARS



In setting the Police and Crime Plan for our county, I have drawn upon information and feedback from a wide range of stakeholders in Norfolk, across the eastern region and nationally.

Election pledges

- Full-time PCC
- Visible PCC and policing
- Road safety
- Rural crime
- Anti-social behaviour (ASB)
- Technology in policing

Public consultation

- Child abuse
- Visible policing
- Safeguarding vulnerable adults
- Acquisitive crime
- ASB, vandalism, graffiti

Crime rates, police performance & inspection

- Domestic abuse
- Child sexual exploitation/abuse
- Mental health
- Drugs offences/supply
- Austerity/public sector cuts

National/local policy

- Violence against women & girls
- Domestic abuse
- Child sexual exploitation
- Modern slavery
- Knife crime
- Cyber crime/fraud
- Prevent/reduce offending

Strategic Policing Requirement (SPR)

- Child sexual abuse
- Terrorism
- Cyber crime
- Public order
- Civil emergencies
- Serious and organised crime

Partnerships, people & places

- Mental health
- Drugs & alcohol
- Hate crime



In determining those areas where we need to devote energy and invest resources, I have sought to strike a balance between addressing the crimes and issues that have the most destructive long-term effects, including sexual offences, domestic abuse, the sexual exploitation of children and modern day slavery, and those other crimes that have an impact on our daily lives, including rural crime and anti-social behaviour.

Within the resources available to Norfolk Constabulary and the Office of the Police and Crime Commissioner (OPCCN), priority will always be given to preventing and fighting high volume, high risk and high harm crimes, but as your PCC I pledge that I will do all within my power to mobilise resources to prevent and fight all crime.

Having listened to and reflected upon the sometimes competing priorities of different stakeholders, national policy requirements (such as the Strategic Policing Requirement set by the Home Secretary), current levels of crime in our county, emerging risks and threats to our communities and other challenges facing Norfolk Constabulary, I have set the following core priorities for the county:

- Increase visible policing
- Support rural communities
- Improve road safety
- Prevent offending
- Support victims and reduce vulnerability
- Deliver a modern and innovative service
- Good stewardship of taxpayers' money.





INCREASE VISIBLE POLICING

Communities across Norfolk regularly tell me that a visible police presence is important to them – both in keeping them safe and making them feel safe. Visible policing strengthens relationships within communities; it encourages people to volunteer and to work in partnership with the police.

While efforts to increase police visibility will be a priority in the years ahead, it has to be acknowledged that crime is changing and Norfolk Constabulary must respond to new risks and challenges at a time when police budgets are expected to remain under great strain.

To maintain a strong visible police presence across Norfolk, the police, our partners and our communities are going to have to work differently, utilising new technology that allows police officers to be more accessible and efficient, and increasing the use of volunteers. This includes working with, and building upon the success of, Neighbourhood Watch and Community Speedwatch schemes. More meetings between the police and communities can and should be held and every opportunity to show to the public that the police are there for them needs to be taken.

Strategic objectives in this priority area include:

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





SUPPORT RURAL COMMUNITIES

Around 60% of Norfolk people live in areas designated as 'rural'. Since some crime types are more prevalent in rural areas, a greater recognition of the needs of and impacts on rural communities is required to drive more appropriate and relevant policing levels and services. Isolation and vulnerability are additional factors which create further challenges and responsibilities for our police.

Already, good progress has been made in Norfolk through the creation of the Rural Policing Taskforce working under the banner of Operation Randall (dedicated to tackling rural policing issues).

There has also been continued investment in Automatic Number Plate Recognition (ANPR) cameras, use of which helps us identify and challenge those that come to Norfolk intent on committing crime. By taking this approach, we are creating a hostile environment for criminals coming to Norfolk and reducing the impact of their offending on our rural communities.



Going forward, the emphasis must be on responding even more effectively to incidents which are unique to or require a different response in rural areas, such as:

- Protecting vulnerable people
- Farm and agricultural crime
- Business crime
- Rural community crime
- Tourism crime
- Wildlife crime
- Heritage crime
- Road safety
- Serious and organised crime
- Hunting and game sport

Strategic objectives in this priority area include:

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



IMPROVE ROAD SAFETY

In the 12 months to September 2016, 377 people were killed or seriously injured in road traffic collisions in Norfolk, 26 of whom were children under the age of 16.

Although the number of people killed on Norfolk's roads has reduced in recent years, research has established that, in over 90% of crashes on the road, the major cause is human error. People live in fear due to speeding near their homes and in their communities; I regularly hear from Norfolk's residents that dangerous driving is one of the issues which concerns them the most.

It is imperative therefore that, together with the Norfolk Road Casualty Reduction Partnership, we work to make our roads safer for everyone.



Strategic objectives in this priority area include:

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



PREVENT OFFENDING

Our aim must be to reduce levels of offending in Norfolk by tackling all forms of violence and abuse, reducing vulnerability and supporting perpetrators through the reinforcement and creation of rehabilitative pathways. With demands on the police, criminal justice and victim services growing, there has to be a renewed effort to support national policy and transform rehabilitation in Norfolk.

This aim also addresses violence and abuse across a whole range of particularly distressing crimes including domestic abuse and violence, sexual violence and child sexual abuse, stalking, and so-called honour-based abuse (including forced marriage and female genital mutilation).

As PCC, I am committed to ensuring the police have the resources and the strategy to prevent and fight these crimes and my office can commission services to support victims and implement initiatives to change the behaviours of perpetrators. Success in each and every area is dependent on successful partnerships. Over the years ahead, I will actively support positive partnerships where they exist and seek to bring together agencies where they do not.

Strategic objectives in this priority area include:

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





SUPPORT VICTIMS AND REDUCE VULNERABILITY

In my role as the victims' champion, I am responsible for ensuring victims are respected and supported in the criminal justice system and that, wherever possible, there are services in place to help them to cope and recover from their experiences.

By commissioning services, my office ensures that victim entitlements under the EU Directive on Victims and the Victims' Code of Practice are achieved, and that scrutiny of overall compliance with the Code across the criminal justice system is undertaken through the Norfolk and Suffolk Criminal Justice Board.

However, the quality and impact of the services commissioned for victims in Norfolk are not measured through compliance with government policy, but instead through the measurable benefits to those in need and the extent to which they can move forward with their lives.

Strategic objectives in this priority area include:

- Working to improve the overall experiences and outcomes for victims and witnesses
- Working in partnership to make those at risk less vulnerable to victimisation
- Working in partnership to deliver the most appropriate response to those in mental health crisis
- Working in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk
- Supporting and encouraging 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

Investment in digital policing makes it easier for most people to make contact with the police wherever they are in the county. Modern and intuitive technology will drive improvements in investigations, proactive patrolling, a mobile and accessible workforce, the protection of vulnerable people and the management of offenders and dangerous people.

As your PCC, I have pledged to ensure that the police have the necessary 21st century tools so they can operate more productively, efficiently and safely and so we can build resilience for the future face of policing.

In addition to having the right tools, it is vital that access is afforded to the right information at the right time and this can be achieved by working collaboratively with key partners and using modern technology.

Strategic objectives in this priority area include:

- Supporting the police by giving them the tools they need to fight and reduce crime
- Improving information technology network connectivity and investing in new technologies
- Improving information-sharing across partner agencies.

GOOD STEWARDSHIP OF TAXPAYERS' MONEY

Less than 60% of the county's budget for policing and crime prevention is centrally funded by the Government, with the rest coming from local tax payers' pockets. Being responsible for setting the budget and monitoring how it is used, I have a duty to ensure that good value for money is being achieved. I will hold the Chief Constable to account for the spending of funds delegated for operational policing, providing the public with reassurance that their contributions are being used in the way they expect, without waste, fraud or inefficiency.

Strategic objectives in this priority area include:

- Delivering an efficient policing service, achieving value for money for all Norfolk residents
- Joining up emergency services and identifying opportunities for further collaboration
- Developing robust accountability frameworks and governance arrangements.

A full list of strategic objectives and actions can be found at Appendix B. All objectives and actions will be delivered by the police and my office, and through joint working with statutory, voluntary and charitable sector organisations across Norfolk. I will also look to collaborate regionally and nationally where this offers possibilities of improved services for you, more effective and efficient services, and cost savings.



COMMISSIONING



The awarding of grants to commission services and support victims to cope and recover from their experiences is central to delivering the aims and objectives set out in this Police and Crime Plan.

On behalf of the Ministry of Justice, I have responsibility for commissioning services for victims of crime in the county, including specialist services for victims of domestic abuse and sexual violence, and ensuring compliance with the EU Directive on Victims and the Victims' Code of Practice.

Over the years ahead, I intend to invest more in preventative strategies and interventions with a view to reducing offending and victimisation, reducing demand on the police and criminal justice system and, most importantly, protecting the people of Norfolk.

For details of my commissioning intentions for 2016-20, see Appendix C.

The processes for awarding grants and commissioning services are set out in my office's Grant Policy. The awarding of grants and contracts will be undertaken in a transparent, fair and consistent manner, ensuring the highest standards of probity and accountability.

All decision notices detailing grants awarded will be published on the Norfolk PCC website.



CRIME AND POLICING IN NORFOLK



While Norfolk is a relatively low crime county, it is important that residents not only are safe, but also feel safe.

Our county has a low crime rate relative to elsewhere in the country, with fewer crimes per person in Norfolk when compared to the rest of England and Wales (42.9 victims per 1,000 population).

Norfolk's rurality creates particular policing challenges, including isolation, the theft of farm equipment, wildlife and heritage crime, managing the impact of large-scale tourism in summer and providing a service which efficiently and effectively meets the needs of rural communities as well as those in our urban areas.

Norfolk Constabulary recorded almost 50,000 crimes in 2015/16, with the most frequent crime types, both here and nationally, being violence against the person (31% of offences in Norfolk) and theft offences (36%). Other crime types recorded in Norfolk include criminal damage and arson (15%), other crimes against society (14%), sexual offences (4%) and robbery (1%).

While the number of domestic burglaries, reports of criminal damage and arson have reduced in Norfolk in recent years, our police service, as with many others, is having to respond to major increases in domestic abuse and sexual abuse reports, drugs and supply offences and mental health emergencies.

Data analysed by the College of Policing in 2015 shows that police reports relating to mental health and police time spent responding to mental health-related incidents have both been increasing



nationally. An estimated average of 20% of police officer time is spent responding to mental health-related incidents, with mental health being a factor in between 15% and 25% of all incidents responded to by police. In Norfolk, there has also been a slight year-on-year increase in the use of Mental Health Act Section 136 interventions which give police the power to remove to a place of safety someone who appears to be suffering from a mental disorder in a public place.

In 2012/13, there were 13,200 domestic abuse reports in Norfolk; 3,200 of which were domestic abuse crimes in their own right, with the remainder of that figure being incidents where domestic abuse was identified as a factor. By 2014/15, those figures had risen to over 17,000 domestic abuse related incidents, 5,000 of which were crimes.



This increase has been attributed, in part, to victims being more willing to come forward and reporting what they have experienced. This is to be welcomed, but we must not underestimate the significant demands that responding to and investigating these reports places on our county's policing resources.

We have also seen a rise in the reporting of sexual offences, with recent high profile sexual abuse and child sexual abuse cases giving survivors of both recent and historic abuse greater confidence to come forward. This increase in reporting of sexual offences is expected to continue. For our police, there is a need to respond effectively to this increasing demand, but there is also a societal responsibility to tackle abuse and prevent it from happening.

In order for our police to play their part in protecting the Norfolk public to the best of their ability, it is vital that our crime data is accurate. While changes to and a tightening of crime recording standards ultimately aim to improve data quality, compliance with new recording requirements has also shown itself as a rise in some crime figures - not only domestic abuse but also violent and public order offences. This is not to disregard the increases as insignificant, but rather to highlight that there is often more detail behind the headline figures.

Norfolk Constabulary's effectiveness at keeping people safe has been judged as 'good' by Her Majesty's Inspectorate of Constabularies (HMIC), and its efficiency in doing so is 'outstanding'.

Maintaining a high quality police force and striving for improvement in responding to and preventing crime in the face of policing challenges and shrinking resources is a key objective for our police service.



READY FOR THE FUTURE

The demands on Norfolk Constabulary continue to grow, with 355,000 calls for service last year, 450 operations and a continued shift in the types of crime being committed.

Why is that shift in the types of crime committed relevant? Because the skills, time, resource and infrastructure required to investigate crimes like child abuse or rape are notably different and more complex when compared to, for example, the demands of investigating criminal damage.

As it works to adapt to this shift, Norfolk Constabulary is also in the shadow of a funding deficit resulting from successive public sector spending reviews. Together, these things add up to another period of substantial change for the organisation.

So the Chief Constable commissioned a review - known as Norfolk 2020 - and a detailed programme of work is ongoing to adapt the county's policing model and design a more efficient way of working. The review will need to fundamentally change the way policing is delivered in our county. It will need to take account of the shift in crime types, changes in policing demand and continuing financial pressures, as well as taking on the challenge of increasing policing visibility - something you tell me is important not only for keeping you safe but making you feel safe.

COLLABORATION

Norfolk and Suffolk Constabularies have mature collaboration arrangements in place that provide opportunities to deliver more effective and efficient policing services. These arrangements will continue, focusing on identifying opportunities to collaborate further, with progress monitored through the Norfolk and Suffolk Collaboration Panel.

Norfolk is also a member of the Seven Force Strategic Collaboration Programme which includes Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Kent and Suffolk. The PCC and Chief Constable from each of the seven force areas participate in this programme, the purpose of which is to identify areas of joint working to improve service delivery. Governance on collaboration arrangements is the responsibility of the Eastern Region Alliance Summit.

It is also vital that we continue to develop and maintain relationships with other law enforcement agencies, including the National Crime Agency (NCA).

Beyond these existing collaborative relationships, I will explore and pursue further ways to deliver improved efficiency and better services, such as through collaboration with Norfolk's business community.

And looking to the future, the Policing and Crime Act 2017 presents both opportunities and challenges for PCCs in relation to collaboration with other blue light services, such as fire and rescue, and ambulance services.



FINANCE

This Police and Crime Plan is set within the context of the Medium Term Financial Plan (MTFP) 2017/18 to 2020/21. The MTFP and the budget for 2017/18 were endorsed by the Norfolk Police and Crime Panel in February 2017.

The Home Office Grant Settlement for 2017/18 was predicated on funding being cash level (i.e. the same as for 2016/17) on the basis that all PCCs increase council tax by just under 2%.

The decision to increase council tax is one for me and not the government, and I made it clear throughout my election campaign that I was not wedded to automatic annual increases in council tax. I consulted widely ahead of my budget decision for 2017/18, the result of that consultation being that 76% of the more than 2,500 people who gave their feedback indicated they would be prepared to pay more to help fund their policing service.

I took the decision to increase the policing element of council tax for 2017/18 by 1.99%, which is equivalent to an extra £4.23 per year for a household in a Band D property, bringing the amount paid to £217.17.

	2017/18	2016/17
Home Office grant	£87.2m (58%)	£88.3m (59%)
Council tax	£62.5m (42%)	£60.6m (41%)
Total	£149.7m	£148.9m

As we move into the 2017/18 financial year, we have marginally better than cash level funding, so any additional costs for the year will have to be financed through the identification and delivery of equivalent savings. These remain very challenging financial times. With inflation rising and demands on policing increasing, the funding gap is forecasted to rise to £9.5m by 2020/21; so far, £6.5m of savings have been identified. The table below summarises the current financial position:

	Budget 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
	£000	£000	£000	£000
Total funding (grant + precept)	(149,659)	(149,853)	(151,333)	(152,901)
Net revenue budget before changes and savings	151,964	154,361	156,735	158,964
Deficit/(surplus) before known changes	2,305	4,508	5,402	6,063
Known/expected changes	9,594	4,918	5,802	3,675
Planned use of reserves	(8,104)	(3,130)	(2,559)	(210)
Revenue deficit before savings	3,794	6,296	8,645	9,529
Savings	(3,794)	(5,254)	(6,200)	(6,566)
Savings to be identified	0	(1,042)	(2,445)	(2,962)
Revenue deficit/(surplus) after savings	0	0	0	0

At a high level, the table below sets out how the overall budget will be allocated in 2017/18, with forecasts for the years to 2020/21:

Year	PCC/ OPCCN	PCC commissioning	Operational policing	Capital financing	Use of reserves	Savings to be found	Net budget
	£000	£000	£000	£000	£000	£000	£000
2017/18	970	1,468	149,690	5,635	-8,104		149,659
2018/19	982	1,018	147,968	3,015	-3,130	-1,042	149,853
2019/20	993	1,018	146,443	5,437	-2,559	-2,445	151,333
2020/21	1,003	1,018	147,599	3,490	-210	-2,962	152,901

More financial information, including the full budget report, can be found on the Norfolk PCC website.

Throughout each financial year, monitoring of the budget, including that allocated to the Chief Constable for operational policing, will take place. Formal reports on spending against the budget will be submitted for scrutiny at public meetings where I hold the Chief Constable to account for the policing service delivered in our county.

Internal auditors are appointed to provide continual audit of internal controls, financial and business risk throughout the year. At the end of each financial year, annual accounts will be prepared and examined by external auditors, before being formally approved by me and the Chief Constable.

An independent audit committee considers the internal and external audit reports and provides me and the Chief Constable with advice on good governance and risk management arrangements. That Committee meets in public, and more information on its work and meetings can be found on the Norfolk PCC website.





ETHICS, ACCOUNTABILITY AND TRANSPARENCY



I have pledged to be a visible and accessible PCC,
who is accountable to you.
That is my honour, my privilege and my responsibility.

Alongside my pledge to be visible, accessible and accountable, as your PCC, I am bound by the Code of Conduct that I signed upon taking office and, as such, I will continue to maintain the highest levels of integrity.

Through the OPCCN, I will deliver my statutory duty to be open and transparent about my work. A decision-making and accountability framework is in place to ensure all decisions I take are well-informed and transparent. Each decision is then recorded on the Norfolk PCC website. I regularly publish a range of information on my website, complying with the legal requirements for PCCs set out in the Elected Local Policing Bodies (Specified Information Order) 2011. I am proud that my Office currently holds, for the second year running, the Comparing Police and Crime Commissioners – CoPaCC – Transparency Quality Mark, which provides external validation of the strength of the organisation's governance in this area.

Going forward, PCCs will have a greater role to play in relation to public complaints under the Policing and Crime Act 2017. In a reform of the police complaints and disciplinary systems, PCCs are set to become the review body for complaints, with a view to improving transparency in this area and giving members of the public greater confidence in their ability to hold the police to account.



HOLDING THE CHIEF CONSTABLE TO ACCOUNT

The public expects high ethical standards from the police - honesty, integrity, impartiality, openness. The role of the PCC is to hold the Chief Constable to account on the provision of policing services in Norfolk, which also includes how he or she promotes ethical behaviour within the Force in line with the College of Policing Code of Ethics.

I will hold the Chief Constable to account in a variety of ways, including through regular one-to-one meetings, review of performance papers delivered through my Strategic Governance Board, and Police Accountability Forum meetings held in public around the county. Additional scrutiny mechanisms, such as the Audit Committee, Independent Custody Visiting Scheme and Ethics Committee, also assist me in holding the Chief Constable to account, as do reports from Her Majesty's Inspectorate of Constabulary (HMIC) and the Independent Police Complaints Commission (IPCC).

In setting this Police and Crime Plan, I must have due regard to the Home Secretary's Strategic Policing Requirement (SPR) which sets out national threats and the appropriate national policing capabilities required to counter those threats. I also have to ensure that the Chief Constable has the capacity and capability to respond to such threats.

Alongside the national priorities set out in the SPR, I have set a number of local policing objectives for Norfolk Constabulary, and the Chief Constable will translate these into an operational policing plan against which I will hold him or her to account on your behalf. At the Police Accountability Forum meetings, the Chief Constable will provide briefings on progress against that policing plan. Members of the public are very welcome to attend and hear those policing updates first-hand. Details of all public meetings will be published on the Norfolk PCC website.

HOLDING ME TO ACCOUNT

Just as I hold the Chief Constable to account, the Norfolk Police and Crime Panel holds me to account for my work as PCC.

Membership of the Police and Crime Panel consists of councillors from each of the seven local authorities within Norfolk, plus co-opted independent members. Its role is to scrutinise my work and the decisions I make, and to provide a process of 'checks and balances', as well as offering support and guidance. You can find out more about the work of the Panel on the Norfolk County Council website.

Progress against this Police and Crime Plan will be reported to the Panel through my annual report, as well as through quarterly performance reports - both of which will be published on the Norfolk PCC website to allow the public to monitor my progress.

I have a statutory duty to keep this Plan under review and I intend to conduct my first major review two years into my term as PCC. That review will include public consultation on Norfolk's priorities which will inform the refreshed Police and Crime Plan I subsequently take to Panel members.



PERFORMANCE MONITORING AND EVALUATION

- I will monitor performance and progress against this Police and Crime Plan through our existing performance management system and accountability framework, providing quarterly performance reports, alongside an annual report, to the Norfolk Police and Crime Panel.
- I will use the OPCCN Business Delivery Plan to set out detailed objectives and actions for delivery against the Plan.
- I will monitor the Chief Constable's progress in delivering the Operational Policing Plan through the Strategic Governance Board and Police Accountability Forum.





GETTING INVOLVED



Community input plays a vital part in how PCCs make decisions about crime and policing in the local area, and there are a number of ways you can get involved in our work.

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

Volunteering also plays an important role within the Office of the Police and Crime Commissioner.

The Independent Advisory Group (IAG) is a group of Norfolk residents from different community backgrounds who are consulted on key crime and policing issues. They share their opinions, experiences and advice with the aim of improving the quality of Norfolk's policing services for everyone.

Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit Norfolk's Police Investigation Centres (PICs), unannounced and in pairs, to check on the treatment and welfare of people held in police custody.

For more information on how you can get involved with our work, take a look at the community involvement section of the Norfolk PCC website.

You can get information on volunteering opportunities with Norfolk Constabulary, including how to join the Special Constabulary and Police Cadets, on the Norfolk Police website - www.norfolk.police.uk



EQUALITY STATEMENT

The Equality Act 2010 protects everyone from unlawful discrimination. I am committed to fighting discrimination and ensuring that Norfolk's police service is fair and equitable. This commitment is reflected in the pledges I made to communities during my election campaign and throughout this Plan. This statement outlines my responsibilities under the Equality Act 2010 and I will publish updates on my progress in delivering those responsibilities within my annual report.

My main function as PCC is to secure an efficient and effective policing service for the communities of Norfolk by holding the Chief Constable to account for the delivery of this service. I am responsible for setting strategic direction for the Chief Constable and other agencies involved in community safety and criminal justice, and for agreeing and monitoring the police budget.

The Equality Act 2010 states that, in carrying out my role, I am required to have due regard to the need to:

- eliminate discrimination, harassment and victimisation
- advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- foster good relations between such groups.

The 'protected characteristics' covered under the Equality Act 2010 are: age, disability, sex, race, religion or belief, sexual orientation, gender reassignment, pregnancy and maternity, and (though not for all duties) marriage and civil partnership status.

The Chief Constable is also bound by these duties and has an Equality Scheme and Diversity Strategy which set out his approach to fulfilling them. My responsibility for holding the Chief Constable to account includes overseeing his compliance with the requirements of the Equality Act 2010.

As your PCC, I will:

- Continuously engage with Norfolk's communities to understand their needs and make sure they are taken into account in the delivery of our policing service.
- Make sure all plans and strategies reflect and, where relevant, contribute to promoting equality
- Make sure that commissioned service providers and grant recipients share this commitment and reflect it in all relevant areas of their work
- Focus support on groups that are vulnerable to both victimisation and offending
- Maintain Norfolk's Independent Custody Visiting Scheme to provide reassurance that detainees are treated fairly and in accordance with their legal rights and entitlements
- Monitor and scrutinise Norfolk Constabulary's compliance with its equality duties, holding the Chief Constable to account as appropriate, including:
 - the Constabulary's approach to tackling hate crime
 - how the Constabulary uses its Stop and Search powers
 - how satisfied different groups are with the police service they receive



- what complaints are being made against the Force
- how the Constabulary promotes workforce diversity and recruits, retains, promotes and trains its officers and staff.
- Be accessible, open and transparent, publishing equality information on the Norfolk PCC website and welcoming feedback at any time on my approach to meeting my equality duties.



PRIORITY 1: INCREASE VISIBLE POLICING

STRATEGIC OBJECTIVE	ACTION
SO1: Increase the number of volunteers in policing	Support initiatives to increase volunteering in policing through the PCC's Early Intervention Fund (OPCCN)
	Develop a Citizens in Policing command through the Norfolk 2020 review, publish a Citizens in Policing strategy, increase engagement methods with diverse communities, realign and restructure the command in line with Force and PCC priorities (NC)
	Increase the number of community volunteering schemes such as SpeedWatch and HomeWatch (NC)
SO2: Increase opportunities for the public to engage with the PCC and police	Develop and implement a new communications strategy for the OPCCN, reflecting the priorities of the PCC (OPCCN)
	Introduce a Tell Lorne email system to give the public direct and swift access to the PCC (OPCCN)
	Conduct county-wide consultation, engaging with all communities, on the Police and Crime Plan (OPCCN)
	Conduct comprehensive county-wide consultations annually to inform the setting of the police precept (OPCCN)
	PCC to engage with frontline police across the county (OPCCN)
	PCC to attend, on occasion, meetings of Safer Neighbourhood Action Panels and similar schemes (OPCCN)
	Introduce community engagement officers in all policing districts (NC)
	Develop wider contact via the community engagement officers with community groups such as parish councils and under-represented groups (NC)
	Develop innovative ways of consulting the public using both traditional and electronic methods such as social media surveys (NC)
	Develop a local policing engagement strategy as part of the wider Citizens in Policing agenda (NC)
	Provide more opportunities for the Independent Advisory Group (IAG) members to be involved in local policing, including the Ethics Committee, selection processes, observations on safeguarding decisions, becoming part of the Stop Search Scrutiny Panel and developing relationships with district commanders on operational issues (NC)



STRATEGIC OBJECTIVE	ACTION
SO3: Bring the community, including importantly young people, and the police together to develop more positive relationships	Create and manage a youth commission to give young people a greater say on police and crime issues (OPCCN)
	Continue with the development of the Safer Schools Partnership, including delivery of key packages in line with priorities such as domestic abuse, healthy relationships, online safety and child sexual exploitation (NC)
	Enhance operational effectiveness and partnership with the early help hubs across the county (NC)
	Explore expansion of the cadet scheme, and co-operation and joint initiatives with other emergency service cadet schemes (NC)
	Participate in the youth parliament (NC)
SO4: Give people an opportunity to influence policing priorities where they live	Increase outreach to the wider community through public meetings and ensure public awareness of the Police Accountability Forum (OPCCN)
	Encourage a safer neighbourhood action panel or equivalent approach in all districts, specific to the needs of the community (NC)
	Support the OPCCN in its development of the Police Accountability Forum (NC)
	Further develop a partnership approach with key stakeholders within local policing and specifically with minority groups (NC)
SO5: Increase public confidence and reduce fear of crime	Implement the recommendations of the Norfolk 2020 review into local policing, particularly with regards to safer neighbourhood development (NC)
	Review the complaints reduction strategy (NC)
	Further develop initiatives, such as Operation Randall, in order to address areas of concern and particularly rural crime issues (NC)

MEASURES

1. % of people who agree that they have confidence in police (Crime Survey for England & Wales - CSEW)
2. % of people who agree that police deal with community priorities (CSEW)
3. Funded strength of a) police officers, b) police community support officers, c) police staff
4. Actual strength of a) police officers, b) police community support officers, c) police staff, d) Special Constabulary, e) volunteers
5. % of police officer funded strength available for frontline duties.



PRIORITY 2: SUPPORT RURAL COMMUNITIES

STRATEGIC OBJECTIVE	ACTION
SO6: Prioritise rural crime with a greater commitment to new ideas and joined-up approaches	Join and participate in the National Rural Crime Network (OPCCN)
	Create and sign up to concordat on cross-border working on rural crime - Norfolk, Suffolk, Lincolnshire, Cambridgeshire (OPCCN)
	Organise and host a rural crime summit (OPCCN)
	Pursue a partnership to promote a plan to prevent and tackle heritage crime (OPCCN)
	Launch the Rural Policing Strategy (NC)
	Support the OPCCN in its membership of the National Rural Crime Network and develop links locally and regionally with crime networks (NC)
	Develop a tactical delivery plan to further cross-border activity with other forces (NC)
	Develop operations specifically targeting rural crime (NC)
SO7: Increase confidence of rural communities	Campaign on church roof lead theft (OPCCN)
	PCC to attend community rural advisory group (CRAG) meetings on a quarterly basis (OPCCN)
	Increase levels of Special Constabulary participation in rural crime initiatives (NC)
	Increase the range of methods used to engage with rural communities (NC)
	Support the OPCCN in developing a community rural advisory group (CRAG) and holding meetings quarterly across the county to engage rural stakeholders (NC)
	Increase Operation Randall newsletter subscriptions by making it easier for members of the public to subscribe (NC)
SO8: Increase levels of crime reporting in rural communities	PCC to take every opportunity to encourage rural communities to report when they have been a victim of crime (OPCCN)
	Develop and expand the Rural Crime Taskforce (NC)
	Run social media campaigns targeted at rural communities (NC)
	Work in partnership with businesses and carry out initiatives to raise awareness of rural crime issues (NC)
	Participate in national campaigns targeting rural crime (NC)



MEASURES

1. Number of subscribers to Operation Randall newsletter
2. Number of hours spent on rural policing by Special Constabulary
3. % of rural emergencies responded to within target time
4. Rural crime victims' satisfaction with a) overall service, b) accessibility, c) actions taken, d) treatment, e) how well they were kept informed.



PRIORITY 3: IMPROVE ROAD SAFETY

STRATEGIC OBJECTIVE	ACTION
SO9: Tackle dangerous driving through education and enforcement	Introduce Operation IMPACT campaign to highlight the dangers of unsafe driving to young people (OPCCN)
	Participate in national and local campaigns to improve road safety (NC)
SO10: Reduce speeding in rural communities	Fund and support speeding reduction campaigns in villages across the county (OPCCN)
	Expand Community Speedwatch through the police Community Engagement Officers (NC)
SO11: Reduce levels of killed and serious injury collisions	Support education and enforcement campaigns which seek to make Norfolk's roads safer by tackling the Fatal 4 (OPCCN)
	Support the Special Constabulary in its approach to target killed and serious injury collisions, comprising specific initiatives to enhance road safety (NC)
	Continue to work in partnership and support delivery of Road Safety Casualty Reduction Partnership strategic plans (NC)

MEASURES

1. Number of killed and serious injury collisions
2. Number of killed and serious injury collisions involving vulnerable road users.



PRIORITY 4: PREVENT OFFENDING

STRATEGIC OBJECTIVE	ACTION
SO12: Tackle all forms of violence and abuse	Hold a multi-agency conference on child sexual exploitation (CSE) to explore ways to improve the Norfolk response (OPCCN)
	Develop a multi-agency bid for funding from the Violence Against Women and Girls Transformation Fund (OPCCN)
	Support County Community Safety Partnership campaigns such as 'I walked away' (NC)
	Work with the Eastern Region Specialist Operations Unit (ERSOU) in tackling of Organised Crime Groups (OCGs) operating within Norfolk (NC)
	Work to implement initiatives and pilots stemming from the work of the National Child Abuse and Protection portfolio (NC)
	Continue to work with the Norfolk Safeguarding Children Board on initiatives to tackle child sexual abuse and neglect (NC)
SO13: Reduce the number of domestic abuse incidents	Continue to work with the Norfolk Safeguarding Adults Board in the delivery of the Business Plan (NC)
	Hold a domestic abuse symposium to develop a shared understanding of the root causes of domestic abuse that should be prioritised through future action (OPCCN)
	Develop, commission and roll out domestic abuse perpetrator programmes (OPCCN)
	Continue to explore engagement methods with victims of domestic abuse to better understand the root causes of abuse (NC)
	Support the implementation of domestic abuse perpetrator schemes (NC)
SO14: Continue to work in partnership to tackle anti-social behaviour	Continue to explore in conjunction with the OPCCN multiple contact with victims of domestic abuse to streamline processes and provide a more enhanced service (NC)
	Fund and support the development of a graffiti wall to engage and divert young people into positive activities (OPCCN)
	Develop initiatives where appropriate in conjunction with the Evidence-Based Policing and OPCCN Early Intervention Fund (NC)
	Work in partnership with agencies to develop initiatives to reduce incidents of ASB (NC)
	Continue to work with partners to explore new legislation to tackle offending (NC)
	Develop the roll out of the positive vouchers scheme (NC)



STRATEGIC OBJECTIVE	ACTION
SO15: Reduce overall levels of reoffending by addressing the underlying causes through continued collaboration and new innovative responses	Develop and implement a criminal justice strategy setting out the PCC's priorities (OPCCN)
	Implement a prevention of offending strategy (OPCCN)
	Develop and implement a restorative approaches strategy in partnership with the county Restorative Approaches Board (OPCCN)
	Implement the Gateway to Employment action plan (OPCCN)
	Support and commission the Rescue Rehab Project (OPCCN)
	Commission a community chaplaincy scheme for Norfolk (OPCCN)
	Establish a court mentor scheme to support people to lead law abiding lifestyles and reconnect families to their communities and services (OPCCN)
	Review and develop the 180 Degree Scheme in Norfolk (NC)
	Implement the new approach to managing registered sex offenders across local policing (NC)
	Support the introduction of the Women of Norfolk Diversion, Engagement and Rehabilitation programme (NC)
SO16: 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	Develop and commission a programme of support for young people to make them less vulnerable to offending and victimisation (OPCCN)
	Reduce the number of first-time entrants into the criminal justice system by developing a triage system (NC)
	Support evidence-based funding for initiatives targeting young people at risk of reoffending (NC)
	Continue to maximise the work of the Liaison and Diversion Teams within each Police Investigation Centre (NC)
	Introduce a protocol to reduce criminalisation of young people that are looked after (NC)

MEASURES

1. Number of crimes (for the following crime types: child sexual abuse, personal property crime, hate crime, serious sexual offences, domestic abuse, online crime, robbery, violence with injury, rural crime)
2. Number of all first-time entrants to the criminal justice system per 10,000.



PRIORITY 5: SUPPORT VICTIMS AND REDUCE VULNERABILITY

STRATEGIC OBJECTIVE	ACTION
SO17: Work to improve the overall experiences and outcomes for victims and witnesses	Develop and publish a new victim strategy 2017-20 (OPCCN)
	Review of victims services, and design and introduction of new victim and witness care hub (OPCCN)
	Review of domestic abuse provision, design and commissioning of county domestic abuse services integrated into existing safeguarding processes (OPCCN)
	Re-commission victim-led restorative justice services (OPCCN)
	Re-commission child sexual exploitation services for looked after children (OPCCN)
	Monitor OPCCN and Norfolk Constabulary compliance with the EU Directive on Victims and the Code of Practice for Victims (OPCCN)
	Develop and implement a victim strategy with a tactical delivery plan (NC)
	Support the implementation of a victims' hub in partnership with the OPCCN (NC)
	Continue to develop restorative approaches concentrating on those crimes and incidents involving the most vulnerable (NC)
	Review in partnership the 'one front door' approach particularly in relation to the MASH (Multi-Agency Safeguarding Hub) and early help hubs (NC)
	Work to identify those who are vulnerable to ensure intervention is put in place at the earliest opportunity (NC)
SO18: Work in partnership to make those at risk less vulnerable to victimisation	Develop and commission a programme of support for young people to make them less vulnerable to offending and victimisation (OPCCN)
	Enhance support for cyber crime and fraud victims (OPCCN)
	Continue to support the delivery of Safer School packages to support young people suffering victimisation (NC)
	Develop awareness campaigns to enhance the knowledge and support for those vulnerable to cyber crime and fraud (NC)
	Continue to work with the County Council on joint information-sharing and analysis to identify the most vulnerable - especially in the area of domestic abuse (NC)



STRATEGIC OBJECTIVE	ACTION
	Work to pro-actively identify those young people that have gone missing and are likely to become repeat missing people (NC)
	Work to identify those young people repeatedly witnessing domestic abuse to reduce vulnerability (NC)
	Work to identify those young people subject to cumulative risk from data from CPI (Child Protection Investigation) submissions (NC)
	Continue to support referrals through the Channel Panel process in support of the Prevent agenda (NC)
	Continue to develop the Force's response to online crime - both enforcement and education (NC)
SO19: Work in partnership to deliver the most appropriate response to those in mental health crisis	Commission additional nursing capabilities for the police integrated mental health team (OPCCN)
	Implement the revised Occupational Health, Safety and Wellbeing Strategy (NC)
	Support the expansion of services within the Contact and Control Room (CCR) mental health team (NC)
	Continue to support the development and delivery of the Mental Health Crisis Care Concordat action plan (NC)
	Continue to monitor and reduce the number of people held within custody under Section 136 of the Mental Health Act (NC)
	Work with partners to develop a partnership response to suicide intervention (NC)
SO20: Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk	Create a framework for joint working with Public Health (OPCCN)
	Through the early help hubs, support vulnerable families in reducing the effects of alcohol and drugs (NC)
	Continue the work surrounding county lines to reduce the supply and availability of controlled drugs within the county (NC)
	Target organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities (NC)
SO21: Support and encourage victims to come forward to disclose traditionally under-reported crimes including modern slavery, stalking and hate crime	Support and participate in partnership communication campaigns (OPCCN)
	Develop and introduce a vulnerability training package for all frontline officers (NC)
	Work in partnership with other agencies to raise awareness of hidden crimes, particularly stalking and harassment and modern day slavery (NC)



STRATEGIC OBJECTIVE	ACTION
	Ensure officers and staff have a clear understanding of the Victims' Code and Special Measures (NC)
	Support the expansion of the Rape and Serious Sexual Offence (RASSO) pilot in support of victims of serious sexual offences (NC)
	Work with communities to raise awareness and subsequent reporting of crimes, such as so-called honour-based abuse, female genital mutilation, trafficking and modern day slavery (NC)

MEASURES

1. The proportion of cases where victims support prosecution
2. The proportion of cases that are solved by police
3. Percentage of all guilty pleas at first hearing at a) Magistrates Court, b) Crown Court



PRIORITY 6: DELIVER A MODERN AND INNOVATIVE SERVICE

STRATEGIC OBJECTIVE	ACTION
SO22: Support the police by giving them the tools they need to fight and reduce crime	Fund and introduce body worn video in the first quarter of 2017/18 (OPCCN)
	Through the work of the Norfolk 2020 team continue to develop the best use of Automatic Number Plate Recognition (NC)
	Through the evidence-based policing and OPCCN early intervention funds, support bids which exploit technical solutions to reduce crime and support victims (NC)
	Introduce drone technology in 2017/18 (NC)
SO23: Improve information technology network connectivity and invest in new technologies	Develop and implement mobile technology solutions such as tablets (NC)
	Support the implementation of domestic abuse perpetrator schemes (NC)
SO24: Improve information-sharing across partner agencies	Champion the improvement of data sharing across agencies (OPCCN)
	Work with the County Public Protection Forum in progressing information sharing across the partnership (NC)



PRIORITY 7: GOOD STEWARDSHIP OF TAXPAYERS' MONEY

STRATEGIC OBJECTIVE	ACTION
SO25: Deliver an efficient policing service, achieving value for money for all Norfolk residents	Delete the post of Deputy Police and Crime Commissioner and use funds to provide an additional two police officers (OPCCN)
	Publish PCC response to all HMIC PEEL inspection recommendations (OPCCN)
	Monitor Norfolk 2020 recommendations and implementation plans (OPCCN)
	Police integrity reforms - develop PCC local service model for complaints handling and oversight (OPCCN)
	Police integrity reforms - monitor implementation of Chip Chapman Review recommendations on police disciplinary system (OPCCN)
	Respond to the recommendations of the HMIC inspection reports under the PEEL framework (NC)
	Develop plans and seek to achieve efficiencies through shared service provision (NC)
	Implement recommendations from the Norfolk 2020 review (NC)
	Maximise use of new legislation particularly with regard to civil powers to reduce reoffending (NC)
	Use of evidence-based policing approaches to drive through an efficient and effective policing service for Norfolk (NC)
SO26: Join up emergency services and identify opportunities for further collaboration	Work with the responsible authority on future collaboration with Fire and Rescue (OPCCN)
	Monitor progress against six themes (shared estate, joint control room, operational support, community safety, support service functions, training and development) for collaboration between Norfolk Constabulary and Norfolk Fire and Rescue Service (OPCCN)
	Continue to explore initiatives with Fire and Rescue, with a view to exploring the business case for future collaboration (NC)
	Support the work of the Seven Force collaboration project (NC)
	Continue and develop the integration of force-wide systems such as Athena and ERP* (NC)

*Athena is an IT system which brings together areas of investigation management including crime recording, intelligence and custody and case preparation. Enterprise Resource Planning (ERP) is a single IT system to support HR, Finance, Procurement, Duties Management and Payroll as well as provide self-service functionality for all staff.



STRATEGIC OBJECTIVE	ACTION
SO27: Develop robust accountability frameworks and governance arrangements	Increase active membership and participation in the Independent Advisory Group (OPCCN)
	Deliver an Independent Custody Visiting Scheme (OPCCN)
	Publish an annual report setting out progress in delivering the Police and Crime Plan (OPCCN)
	Ensure the OPCCN is Specified Information Order (SIO) compliant (OPCCN)
	Reinvigorate the Norfolk and Suffolk Joint Collaboration Panel (OPCCN)
	Conduct dip-sampling of all public police complaints in line with Independent Police Complaints Commission (IPCC) guidelines (OPCCN)
	Develop a quality assurance process for monitoring performance of legally qualified chairs (OPCCN)
	Support the integration of IAG membership with the Force (NC)
	Support initiatives through the Collaboration Panel with Suffolk Constabulary (NC)
	Support the governance framework with regard to internal and external scrutiny of force performance (NC)

MEASURES

1. % of people who agree that the police do a very good job (CSEW)
2. Percentage of 999s answered within 10 seconds
3. Percentage of emergencies responded to within target time
4. Average time to answer 101 calls.



COMMISSIONING INTENTIONS 2016-20

<ul style="list-style-type: none">• Develop a youth commission to enable young people to contribute to the activity of the OPCCN
<ul style="list-style-type: none">• Develop and deliver social marketing campaigns to change the behaviour of young drivers and improve safety for vulnerable road users
<ul style="list-style-type: none">• Fund projects devised by local policing in conjunction with early help partners to tackle the causes of crime, improve enforcement and reduce vulnerability to victimisation
<ul style="list-style-type: none">• Provide domestic abuse perpetrator programmes to enhance existing provision availability across the county to maximise take-up and participation
<ul style="list-style-type: none">• Provide a programme of support for young people to make them less vulnerable to victimisation and offending
<ul style="list-style-type: none">• Re-commission a victim-led restorative justice service and support for the development and delivery of a new restorative approaches strategy for Norfolk
<ul style="list-style-type: none">• Ongoing support for and introduction of a new support pathway to prevent people from offending, in particular for women at risk of offending
<ul style="list-style-type: none">• Provide specialist resources for the Norfolk 180 Integrated Offender Management service
<ul style="list-style-type: none">• Develop a dog training scheme in Norwich Prison to support effective rehabilitation through the development of work-related skills in pre-release custodial environment
<ul style="list-style-type: none">• Improve pathways to support offenders leaving prison
<ul style="list-style-type: none">• Provide non-specialist services for all victims of crime in Norfolk and introduce a new victim care service in April 2018
<ul style="list-style-type: none">• Continue provision of existing specialist domestic abuse support and the expansion of provision in the west and north of the county to support victims to cope and recover
<ul style="list-style-type: none">• Introduce a first response service for victims of domestic abuse
<ul style="list-style-type: none">• Expand the provision of support services for victims of sexual abuse, including child sexual abuse, and provide a countywide service
<ul style="list-style-type: none">• Re-commission services to reduce vulnerability of looked after children to child sexual exploitation
<ul style="list-style-type: none">• Run campaigns to make people, especially young people and the elderly, less vulnerable to cyber crime and online fraud
<ul style="list-style-type: none">• Deliver an open call for funding for organisations to engage with and support hidden victims of crime, including those from the LGBT community, new communities and victims of hate crime
<ul style="list-style-type: none">• Increase the capacity of the Integrated Mental Health Team in the police control room to respond spontaneously to police incidents and provide greater support to police officers
<ul style="list-style-type: none">• Target hardening of heritage sites to make them less vulnerable to theft and vandalism.



ABOUT NORFOLK

Norfolk today

Norfolk is a predominantly rural county known for the natural beauty of the Broads, historic towns and huge coastline. It is a county of nearly 900,000 residents, 62% of whom live in rural areas, and covers over 2,000 square miles.

Numerous attractions draw people to Norfolk; its natural beauty makes it a popular holiday destination and a retirement hotspot. The University of East Anglia is a UK top 20 university, bringing in thousands of students each year. Large employers such as Bacton Gas Terminal and multiple military bases, provide a financial incentive for living in Norfolk and the Royal Family reside at various times during the year at the royal estate at Sandringham. These and many other aspects of life in Norfolk present the police with a diverse and sometimes almost unique set of challenges.

Norfolk, despite its rurality, has several substantial urban centres. The city of Norwich is the largest urban area in East Anglia, and Great Yarmouth and King's Lynn are two of the large towns in the county. Urban areas can present different crime and community safety issues when compared to rural areas including higher crime rates and Norwich's night time economy can require significant policing resource.

Norfolk's Population

Compared to the rest of the country a larger proportion of the county's population is over the age of 45 (50%). However, this varies greatly across districts. People under the age of 16 in Norfolk are more concentrated in South Norfolk and Great Yarmouth districts, although both areas have lower proportions of this age group when compared to England. Conversely, North Norfolk has an older population that is more than 30% over retirement age, whilst Norwich has a much higher proportion of people aged between 16 and 44 .

The average population of Norfolk is estimated to grow by around 6,000 people per year over the next few years and in 2018 the population is expected to reach 900,000 people and in 2036 to 1,000,000. South Norfolk is the district which is expected to have the highest average population growth per year, Norwich the second. Great Yarmouth and North Norfolk are predicted to have the lowest growth in population with average increases of 398 and 575 respectively.

The increase in population has potential to cause more demand for Norfolk Constabulary. For example Norfolk already has a higher than average elderly population; 24% are over the age of 65 which is above the national average and this is anticipated to grow to nearly 30%. With this growth it is likely that Norfolk elderly population with dementia will grow. Based on estimation of population growth and proportion of the population thought to live with dementia there were an estimated 15,000 people in Norfolk living with dementia in 2016. In 2026 the number of people with dementia is predicted to rise to 17,700, and by 2036 the figure could be 21,000.



Diversity

Overall Norfolk has a less diverse ethnic make-up compared to the rest of England and Wales, with 92.4% of the population being white British. Norwich is the district with the highest ethnic diversity in the county, however, at a more local level Great Yarmouth Town, the Thetford area and King's Lynn all have significantly higher ethnic diversity than elsewhere in the county.

The migrant worker population of Norfolk is growing, with between 5,000 and 7,000 people, mostly from the European Union, registering for a National Insurance Number annually between 2010/11 and 2015/16.

Employment

Comparatively, a smaller proportion of Norfolk's population is of working age, but a higher proportion of the working age population is in employment (76.3%). However, the average wage that workers in Norfolk receive is lower than the national average, which is reflected in the categorisation of occupations in Norfolk. There are a higher proportion of low skilled 'elementary' positions and a lower proportion of highly paid professional positions.

Deprivation

The Index of Multiple Deprivation (IMD) shows that deprivation levels in Norfolk are highest in parts of Norwich and Great Yarmouth and that some areas are among the 20% most deprived areas in the country.

Looked After Children

Children come to be in the care of a local authority either by parental consent or court order and, despite the number of looked after children being relatively low, people who have been in care are over-represented in the criminal justice system. Many looked after children share risk factors that are associated with offending, such as being the victim of abuse or neglect, suggesting that the correlation between looked after children and offending is due to shared risk factors. In Norfolk there were just over 1,000 looked after children in 2016, which is proportionately similar to the rest of England.

Prisons in Norfolk

There are three prisons in Norfolk, each serving a separate purpose. HMP Bure is an adult male sex offender prison which can house more than 600, predominantly from the eastern region. HMP Norwich is a resettlement prison for male adult and young offenders, predominantly from Norfolk and Suffolk and tends to have prisoners with short sentences or those who are from Norfolk and Suffolk and who will be moved to other prisons that house long-term prisoners. It currently has a population of over 750 inmates. HMP Wayland serves its inmates as a training prison and has a population of just under 950 prisoners. Norfolk has a total prison population of 2,300 people but not all of these are from Norfolk.



Housing

There are 370,000 homes in Norfolk for more than 880,000 people. Norfolk has a higher than proportionate number of houses which are owned outright, possibly due to Norfolk's older population. This results in Norfolk having a smaller proportion of rented accommodation, compared to the rest of England.

There are nearly 600 people registered as homeless and in priority need in Norfolk, 26% of whom are in Great Yarmouth. Homelessness can be caused by such circumstances as families or individuals fleeing violence or a prisoner having nowhere to go upon release. Consistently, accommodation is identified as a pathway out of offending making it important to ensure a prison leaver has accommodation upon release. It is also important to help victims of violence feel safe, and providing accommodation is part of the current response.

All seven district councils of Norfolk have developed plans of varying timescales which commit to building and assisting to build new houses, in line with central government policy that more housing is needed. In total, the plans commit to the provision of 74,170 new homes spread across the districts. The average increase in homes in Norfolk will be 4,024 per year, more than half of which are planned in Broadland, Norwich and South Norfolk. Part of the policing budget is sourced from local council tax, so the increase in housing presents a potential uplift in funding for police. However, an increase in housing will be accompanied by the aforementioned population increases, providing a larger population to keep safe.

Transport

Since Norfolk's population mainly lives in rural areas, transport is an important aspect of local life. Public satisfaction with road transport in Norfolk is relatively high, compared to other county areas. However, satisfaction with public transport is much lower. Cuts to public services have meant that public transport has not been able to expand, making many of Norfolk's rural population dependent on cars or other more costly forms of transport or becoming more isolated. Norfolk County Council's implementation plan, Connecting Norfolk, sets out intentions to improve road safety and accessibility to transport. However this must be achieved with a decreased financial resource.

Nature of economy

Norfolk, being a very rural county, has a very large proportion of agricultural businesses, which is the predominant use of land. Tourism is another very important part of the Norfolk economy with many residents employed in related roles. The public sector employs the most people in Norfolk, including large numbers of workers in defence, education, health and public administration. Other industries such as retail, engineering, scientific research and construction provide employment for large numbers in Norfolk and are in similar proportions to national levels.



Working together
for a safer Norfolk

Office of the Police and Crime Commissioner for Norfolk – Commissioned Services

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

The Panel is recommended to:

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its Commissioned Services;
- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.

1. Background

1.1 The PCC has the power to award grants to voluntary and community sector organisations, including charities and community groups, to deliver services that:

- support victims of crime to cope and recover (PCC's have a duty to commission services for victims of crime in their police force area),
- prevent and reduce crime.

1.2 The current commissioning budget is approximately £2 million.

2. Purpose of today's meeting

2.1 The purpose of the item on today's agenda is to allow the Panel to consider an update from OPCCN about the performance of services that it currently commissions.

2.2 The attached report at **Annex 1**:

- a) Explains where the commissioning budget comes from, and what it can be used for,
- b) Provides a performance update on the main commissioned services and interventions delivered in 2016/17,
- c) Introduces the long-term commissioning intentions that will support the delivery of the Police and Crime Plan 2016-2020.

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

- a) The range of services commissioned during 2016/17 and how they supported the PCC's core priorities.
- b) The impact services have had on victims of crime.
- c) The impact services have had on preventing and reducing crime.
- d) The services that will continue to receive funding during 2017/18 and why.
- e) The services that will no longer receive funding and why.
- f) Whether, and how, the impact of ceasing funding of any commissioned services has been assessed.

3. Action

3.1 The Panel is recommended to:

- 1) Consider the update from the Office of the Police and Crime Commissioner for Norfolk (OPCCN) about its Commissioned Services, and;
- 2) Agree what recommendations (if any) it wishes to make to the Commissioner.



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

Commissioning Update 2016/17 and Long Term Commissioning Intentions**Summary:**

In 2016/17 a range of services and interventions were funded to protect the vulnerable, prevent offending and support victims to cope, recover and thrive. This report provides an update on the delivery and associated outputs and outcomes of the main services provided. It then provides an overview of the Police and Crime Commissioner's (PCC's) long-term commissioning intentions to support the delivery of the 2016-20 Police and Crime Plan published in March 2017.

1. Background

- 1.1 The PCC for Norfolk (through the Office of the Police and Commissioner (OPCC)) commissions services, projects and interventions to protect the vulnerable, prevent and reduce crime across the county and support victims to cope and recover from their experiences and thrive.
- 1.2 For 2016/17 the total commissioning budget was £2,055m, comprising a grant of £1,037 from the Ministry of Justice (MOJ) to provide specialist and non-specialist services for victims and approximately £1m from core funding from the Home Office.
- 1.3 Grant funding from the MOJ is restricted to the provision of victims' services, including a victim assessment, referral and support service for all victims of crime in Norfolk, specialist support for victims of domestic abuse and sexual violence and a victim lead restorative justice service. As part of the overall strategy for the provision of services to victims, the OPCCN must be able to demonstrate compliance with the Victims Code of Practice, which sets out basic entitlements for victims, and the European Union (EU) Directive 2012/29/EU which establishes minimum standards on the rights, support and protection of victims of crime and ensures that persons who have fallen victim of crime are recognised, treated with respect and receive proper protection, support and access to justice.
- 1.4 The remaining commissioning budget is unrestricted and available to the PCC to invest in services to achieve the aims and objectives of the Police and Crime Plan, including and specifically to prevent and reduce crime. The power to award grants for the purpose of reducing crime is an integral role of the PCC, as this enables to the PCC to respond swiftly to threats in communities and protect people from harm through direct intervention or in partnership with other agencies and organisations. The PCC's commissioning strategy is central to the delivery of the aims and specific objectives of the Police and Crime Plan for Norfolk and therefore should be directly aligned.
- 1.5 In May 2016 the PCC set a number of short term commissioning intentions in a report to the Police and Crime Panel to confirm the continuation of services to victims and deliver strategic priorities identified by the PCC upon coming into office.

- 1.6 The remainder of this report is divided into two sections, the first being a performance update on major services and interventions delivered in 2016/17 and secondly an overview of the PCC's long-term commissioning intentions to support the delivery of the Police and Crime Plan 2016-20.

2. Performance Reports

- 2.1 An overview of performance and outcomes achieved through the main services commissioned by the OPCCN can be found at Appendix A. These services are...

Service	Provider	Cost 16/17
Victim Assessment, Referral and Support Service	Victim Support	£360k
Independent Domestic Abuse Advisory Service	Leeway Domestic Violence and Abuse Services	£337k
Domestic Abuse Triage Service	Victim Support	£48k
Children and Young People's Service – Healthy Relationships/Domestic Abuse	Victim Support	£30k
Domestic Abuse Co-ordinators	Norfolk County Council	£68k
4women Project	Home Group	Pro rata
Victims of Sexual Violence	Sue Lambert Trust	£75k
Norfolk Youth Offending Team		£114
Integrated Mental Health Team in Police Control Room	Norfolk Constabulary	£56k
Drug and Alcohol worker in police control room	Matthew Project	£34
Substance Misuse Support Service for Migrant Communities in Great Yarmouth	GYROS	£11k
Moving 4Ward Project	Break	£29k
Enhanced Employability Academy	LEAP East CIC	£28k
Reaching Out on Sexual Exploitation (ROSE)	Magdalene Group	£24k

3. Commissioning Intentions – Police and Crime Plan 2016-20

- 3.1 The Police and Crime Plan 2016-20 focuses on three inter-related areas...

- Protecting the vulnerable.
- Crime prevention.
- Support for victims to cope, recover and thrive.

- 3.2 These are supported directly by the PCC's commissioning intentions, which also demonstrate a renewed commitment to and an increase in investment in preventative strategies in the years ahead.

3.3 The PCCs commissioning intentions are as follows...

- Develop a youth commission to enable young people to contribute to the activity of the PCC and OPCCN.
- Development and delivery of social marketing campaigns to change the behaviour of young drivers and improve safety for road users.
- Funding of projects devised by local policing in conjunction with early-help partners to tackle the causes of crime, improve enforcement and reduce vulnerability to victimisation.
- Provision of domestic abuse perpetrator programmes to enhance existing provision and availability across the county to maximise take-up and participation.
- Provision of a programme of support for young people to make them less vulnerable to victimisation and offending.
- Re-commissioning of a victim lead restorative justice service and support for the development and delivery of a new Restorative Approaches Strategy for Norfolk.
- Ongoing support for and introduction of new support pathways to prevent people from offending, in particular for women at risk of offending.
- The provision of specialist resources for the Norfolk 180 Integrated Offender Management Service.
- The development of a dog training scheme in Norwich prison to support effective rehabilitation through the development of work-related skills in a pre-release custodial environment.
- Improving pathways to support for offenders leaving prison.
- Provision of non-specialist services for all victims of crime in Norfolk and the introduction of a new Victims' Care Service in April 2018.
- Continued provision of existing specialist domestic abuse support and the expansion of provision in the county to support victims to cope and recover.
- Continued support for the Domestic Abuse Co-ordinator Programme to support the network of 500 Domestic Abuse Champions across Norfolk and target the education and health sectors.
- The introduction of a first response service for victims of domestic abuse.
- Expand the provision of support services for victims of sexual abuse, including child sexual abuse, and provide a county wide service.
- Re-commission services to reduce vulnerability of looked after children to child sexual exploitation.
- Campaigns to make people less vulnerable to cyber-crime and online fraud.
- An open call for funding for organisations to engage with and support hidden victims of crime including those from the LGBT community, new communities and victims of hate crime.
- Increase capacity of the Integrated Mental Health Team in the Police Control Room to respond spontaneously to police incidents and provide greater support to police officers.
- Target hardening of heritage sites to make them less vulnerable to theft and vandalism.
- Increasing capacity to develop and deliver a new Restorative Approaches strategy for Norfolk.

4. Recommendations

- 4.1 The Panel is recommended to consider the information contained within this report.



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

Appendix A

Victim Assessment, Referral and Support Service

Service provided by Victim Support through the VARSS - £359,367

This service was commissioned in partnership with all Eastern Region PCC's (Bedfordshire, Hertfordshire, Essex, Norfolk and Suffolk) and the contract was called off from the Sussex, Surrey and Thames Valley Framework Agreement. Although there has been significant adaptation and localisation of the service specification, Norfolk's commissioned service for 2016/17 costs a total of £359,367.

The service is fully compliant with National and Local guidance including the relevant sections of the Victims' Code and EU Directive.

Service Use 1 April 2016 - 30 September 2016	
Referrals Received	15,333
Cases Attempted to Contact	13,121
Offer of support	12,400
Needs assessments	2283
In depth support	555
Cases Supported by VARSS and Local Service Delivery Team	427
Cases Closed	107

Main needs of victims are:

- Emotional support.
- Practical Support (help with accommodation, child care, personal safety, home security, information provision).
- Advocacy.

Domestic Abuse Triage Service

Service Provided by Victim Support - £47,759

This service is to ensure the delivery of a specialist domestic abuse gateway and triage service for standard and medium risk victims of domestic abuse in Norfolk. This service is carried out by the local service delivery team (LSDT) based in Norwich.

In the gateway and triage service specialist project workers undertake enhanced needs assessments and to refer victims to a wide range of services for ongoing support, including referrals to other specialist services including Leeway Domestic Violence Abuse Service and the Sue Lambert Trust.

Victims receive support from specialist workers and are given safety planning advice and contact details for future support.

Service Use 1 April 2016 - 30 September 2016	
Referrals Received	2074
Client Breakdown	44 Male (21%) 1632 Female (79%)
Needs Assessments	746
Clients Referred to Victim Support Volunteers for emotional and practical support	99
Clients offered Person Centred Safety Planning	1465
Onward referral to specialist services	455

Children and Young People Domestic Abuse Service

Service provided by Victim Support - £30,000

This service supports Children and Young People aged 4-18 years who are affected by Domestic/Relationship Abuse. The service is peripatetic and delivered by three specialist workers based in Norwich, Great Yarmouth and Kings Lynn.

Service Use 1 April 2016 - 30 September 2016	
Referrals Received	89
Breakdown of Client Status	
Child Abuse Cases being dealt with by Children's Services or Social Services	27
Forwarded to MARAC	10
Received needs assessment, safety advice and signposting where needed	35
Receiving full ongoing support	14

A valuable part of this project is to raise awareness of domestic abuse, its forms and where support can be sought. To date Victim Support have carried out five educational sessions and 90 students have taken part.

Independent Domestic Abuse Advisory (IDVA) Service

Service provided by Leeway Domestic Violence and Abuse Services - £337,171

The IDVA Service is provided by Leeway Domestic Violence and Abuse Services. Funding provides the Core IDVA service across the county of Norfolk comprising 10 x IDVAs and 1 x IDVA Manager. The IDVA Service covers an age range of 16 years and above and is available to both men and women.

The IDVAs primary purpose is to address the safety of 'high risk' victims and their children working from point of crisis to assess the level of risk, discuss the range of suitable options and develop co-ordinated safety plans. These plans include actions from the Multi Agency Risk Assessment Conference (MARAC) as well as sanctions and remedies available through the criminal and civil courts, housing options and services available through other organisations.

Service Use 1 April 2016 - 30 June 2016	
Total number of new referrals to service	426
Total number of clients in service	1667
Total number of closed cases	957
Total number of reopened (repeat) cases	354
Number of declined referrals	166
Location of clients 1 April 2016 - 30 June 2016	
Breckland	88
Broadland	61
Great Yarmouth	161
Kings Lynn	109
Norwich	186
Outside East Anglia	3
South Norfolk	54
Suffolk	4
Other/unknown	130

Domestic Abuse Change Co-ordinators

Joint Project with Norfolk County Council's Children's Services - £67,973 (each commissioner)

The PCC has jointly commissioned with Norfolk County Council Children's Services, three Domestic Abuse Change Co-ordinators.

The primary focus of the Domestic Abuse Change Co-ordinators is delivery of a network of domestic abuse champions, established within a number of agencies. They undertake the identification and training of volunteer champions who in turn provide a first contact and response service to victims and concerned third parties of domestic abuse.

Delivery/Outcomes to date:

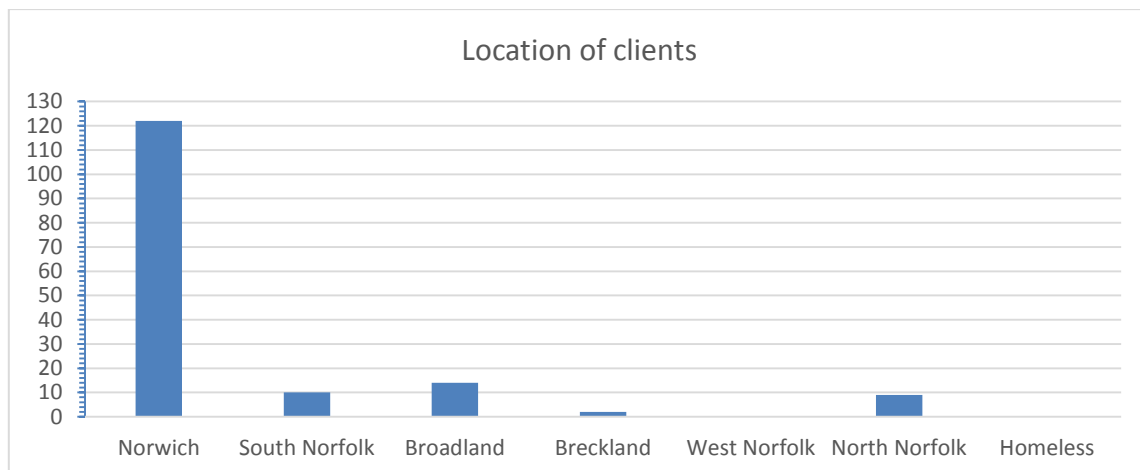
- Training of over 500 Domestic Abuse Champions since September 2015. These champions are from a wide-range of frontline professionals, human resources officers and managers.
- **Norfolk & Norwich (NNUH) and Queen Elizabeth Hospital (QEH) Champion Training events** on three occasions.
- All of the **Children's Services Early Help Teams** countywide have received Domestic Abuse general awareness training focusing upon the signs and symptoms of domestic abuse, impact on victims, vulnerable people and children, barriers to leaving, safety planning, DASH risk assessment, Honour Based Abuse, Forced Marriage and Female Genital Mutilation (HBA, FM, & FGM). This training is also embedded into induction programmes for starters joining teams and provides the opportunity for existing colleagues to attend mop-up/refresher training sessions.
- **General awareness sessions** have been delivered to approximately 785 multi-agency professionals to date. Bespoke awareness training has been developed and delivered to organisations supporting families with children under 5, adult social care and those working with vulnerable adults, HR teams, clinical commissioning groups (CCGs), NSFT, RAF personnel, NHS Safeguarding leads, a housing organisation, Early Help Hub staff, and child healthcare professionals.
- **Newsletters** have been produced on a monthly basis since July 2015 to increase awareness of domestic abuse, good practice and support services. These are distributed to more than 500 recipients and shared by other organisations.
- An **operational practitioner guide** is being designed for Early Help staff working with families affected by domestic abuse.

4women Project

Home Group Limited - £40,000 – (1 July 2015 -30 June 2016)

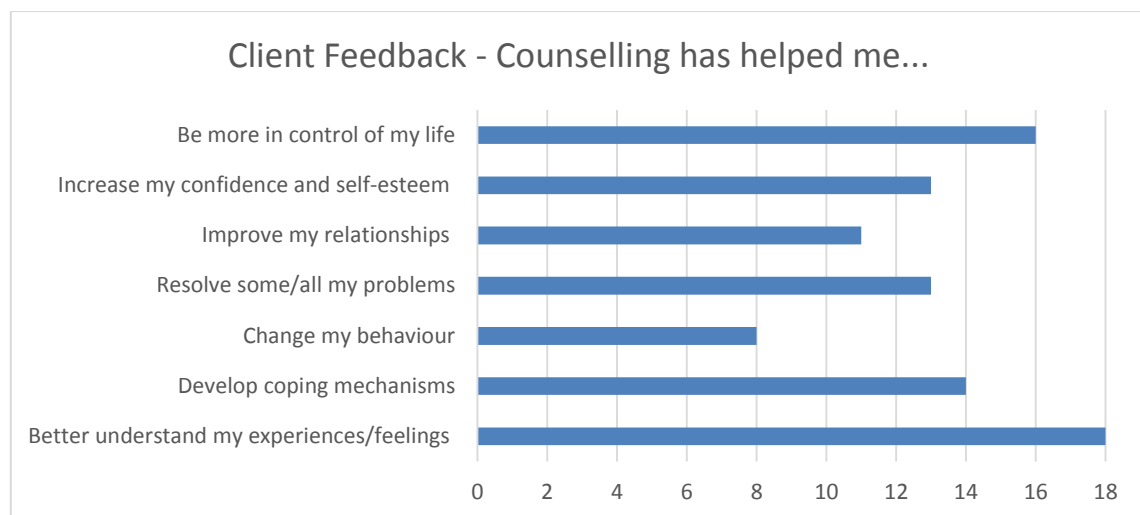
The 4women Project provides support, guidance and mentoring to vulnerable women in Norfolk, particularly victims of domestic abuse, those with complex needs, an offending history and/or at risk. The centre, based in Norwich, provides a holistic hub of activities for women aged 17 years and over and through the PCC grant 120 women have been supported.

Location of Clients



Measuring the Clients Journey and personal outcomes:

4women uses the Outcomes Star to measure the impact of the service and aggregated results for the client group supported are set out below.



Specialist Support for Victims of Sexual Violence

Service provided by Sue Lambert Trust - £75,000 contribution to core costs

Sue Lambert Trust

The Sue Lambert Trust provides support for men, women and young people aged 11 years and over who are the survivors of sexual abuse. The main areas where services are delivered are Norwich, Great Yarmouth and Kings Lynn. This service includes counselling and practical and emotional support. In the past three years demand for service has more than doubled, with this trend showing no signs of abating.

Service provision is by way of:

- Counselling – face to face , helping clients to understand how abuse affects their everyday life, how to challenge lies/myths, how to let feeling in a way that is not damaging
- Individual support - one to one practical and emotional support
- Telephone helpline – free confidential emotional support and information to help understand other services available
- Support Groups – informal groups run over nine weeks providing therapeutic work
- Online Resources – self-help guides and other information
- Services delivered in Norwich, Great Yarmouth, Thetford and Kings Lynn

Data for all clients covering the period of 1 April 2016 - 30 September 2016	
Sessions Offered to clients	3836
Average number of clients seen each week	200

Location of Active Clients (Quarter 2 Jun-Sept 2016)							
Norwich		Great Yarmouth		Thetford		King's Lynn	
Long-term	Short-term	Long-term	Short-term	Long-term	Short-term	Long-term	Short-term
156	9	27	4	7	1	1	0
165 (80%)		31 (15%)		8 (4%)		1 (1%)	

The current wait list for services to incorporate, priority, crisis and standard service stands at just under 400 clients.

Norfolk Youth Offending Team (NYOT)

£114,000

The NYOT supervises and support young people aged 10 to 17 years who have committed offences and have received a Youth Caution, Youth Conditional Caution or an order from the Court. They also provide preventative initiatives for young people aged 8 to 16 years who have not yet offended but who are at risk of offending or becoming involved in anti-social behaviours.

First-time entrants (FTE's): data from the Police National Computer covering July 2015 to June 2016. For this period (compared to the same period the year before FTE's in Norfolk have decreased by 44% based on a measure that is expressed as a rate per 100,000 population of Norfolk's 10 to 17 year olds. This decrease is part of an increased rate of decrease that Started in April 2015 to June 2015 quarter, when the introduction of the 'C4C' triage process in Norfolk targeting the diversion of first-time entrants at the Police Investigation Centres started to suggest a positive impact.

Data provided for the Youth Offending Service, Youth Justice Board Report	
FTE's Norfolk – July 2015 – June 2016	332
FTE's Norfolk – July 2014- June 2015	592
Percentage change from selected baseline	-44%

Reoffending rates: the following data covers January 2014 - December 14 and shows an increase of 1.4% compared to data from 2013.

Data provided for the Youth Offending Service, Youth Justice Board Report	
Re-offending Rate Norfolk – January 14 - December 14	37.3%
Re-offending Rate Norfolk – January 13 - December 13	35.9%
Increase in percentage change from selected baseline	+1.4%

Custody rates: the following data shows year on year figures of young people in custody.

Data provided for the Youth Offending Service, Youth Justice Board Report (custody rate per 1,000 young people)	
Custody Rate Norfolk – October 15 - September 16	.29
Custody Rate Norfolk – October 14 - September 15	.29
Increase/Decrease Year on Year	Remains Static

Link Worker – Norfolk 180 Integrated Management Scheme (IOM)

Service Provided by the Matthew Project - £31,000

The Link Worker delivers comprehensive information, support and interventions to the IOM cohort and facilitates engagement, signposting, assertive outreach and referral to other services.

Data provided by the Matthew Project of clients covering the period of 1 st April 2016-30 th June 2016	
Number of clients engaged with this quarter	89
Breakdown of gender	82% Men 18% Women
Main areas of work	Norwich Great Yarmouth

Integrated Mental Health Team (IMHT) within the Police Contact and Control Room (CCR)
Partnership project – service commissioned by PCC and Norfolk Constabulary with contributions from NHS England, CAHMS (Child and Adolescent Mental Health Services), Broadland District Council and South Norfolk District Council - PCC's Contribution £56,000

The IMHT has been in place for over three years and for the first three years, it was funded through a Home Office Grant and the Office and Police and Crime Commissioner (OPCCN) Commissioning budget. An independent evaluation of the team published in July 2016 concluded that this is a valuable service intervention that should be continued.

In 2016/17, the IMHT is now multi-agency funded and delivers services to partners including two local authorities.

The following is a summary of the key findings of the evaluation of the IMHT conducted by the UEA and based on data for 2015/16...

- The IMHT reviewed 11 % of CADs (Computer aided dispatch) and provided input into 2-3%, increasing over the study period. This equated to input in one year of 4,380 CADs.
- Timing: Peak activity occurred across the middle of the day (11am-3pm) and peaked on Monday and Tuesday, with least activity at the weekend.
- 30% of activity related to Norwich, with approximately equal activity occurring elsewhere across Norfolk districts.
- Two thirds of those reviewed were currently or previously known to mental health services, approximately 25 percent of those had some form of psychotic disorder and 12 per cent related to alcohol.
- The IMHT nurses considered their intervention reduced police attendance in 535 cases and prevented the use of Section 136 detentions in 11 cases a month.
- The IMHT provided input to only 71 CADs with suicide or self-harm.
- The IMHT provided input into 1,002 CADs relating to vulnerable adults and 210 CADs relating to vulnerable children.
- Underreporting of activity in the bespoke evaluation database means that an accurate conclusion on resourcing levels and utilisation cannot be made.
- It had been anticipated that the IMHT intervention could shift use of high grade CAD codes to, lower grade CAD codes by providing timely advice to police staff. No clear evidence that such a shift occurred.
- The cost effectiveness of the service, based on Section 136 detentions avoided, is estimated to be between a higher range of £224,400 per year and a lower range of £57,000 per year

Drugs and Alcohol Worker in the Contact and Control Room

Matthew Project - £34,200

This grant provides a skilled and experienced drugs and alcohol practitioner who is embedded within the Integrated Mental Health Team in the Contact and Control Room, thus supporting and complementing the work that is being carried out. The worker provides substance misuse frontline advice, guidance and support to individuals and their families, frontline police officers, police staff and local authority and health subscribers to the IMHT service.

Number of service users April 16- September 16	
April	140
May	130
June	185
July (increases seen in July/August are primarily due to holiday months being the busiest but also reflect increasing awareness and use of the Drug and Alcohol Worker)	340
August	465
September	186

The majority of interactions are offering support to front line officers and call takers; however there is a steady growing demand for advice via email and telephone now that there is wider awareness that there is a specialist drug and alcohol worker available to give advice. A breakdown of advice type is set out below.

Area of Advice Given	April 16 - June 16 (Qtr 1)	July 16 – Sept 16 (Qtr 2)
Alcohol	178 (39%)	451 (46%)
Drug	16 (4%)	32 (3%)
Poly (more than one drug or drug and alcohol)	177 (39%)	411 (42%)
General	84 (18%)	88 (9%)
None	-	9 (1%)

The majority of interaction (approx. 66%) is for advice and information and approximately 30% of interaction requires onward referral and this could be to agencies/organisations including Norfolk Recover Partnership, Norfolk and Suffolk Probation Service, Ambulance Service, City Reach, Care Co-ordinators, Norfolk and Norwich University Hospital, Matthew Project, Mind and 4women.

Additional benefits to the individual, police officers/staff and partners are:

- **Reduction in 999 calls that need to be dealt with by police officers** – For this vulnerable client group, often the first port of call is via emergency telephone (999). These calls can now be managed by the Drug and Alcohol Specialist thus downgrading the call.
- **Improved knowledge** - Immediate up to date information given to officers especially when dealing with this client group.
- **Faster clearing of caseloads** - Taking referrals from officers allows them to carry on with their duties. Officers are able to clear caseloads quickly and with positive results.
- **Improved liaison with the public** - Able to give current informed information to members of the public.
- **Improved signposting** - Able to link officers to appropriate services.
- **Reduction in reoffending**
- **Reduce reoffending caused by substance misuse** - By having knowledgeable intervention at the point of contact the aim is to reduce reoffending caused by substance misuse. The drugs and alcohol specialist, works with clients together with the intervention Hub officers, using The International Treatment Effectiveness Project (ITEP), Motivational Interviewing (MI) and Cognitive Behavioural Therapy (CBT) and reviews progress on a regular basis. Current clients have not reoffended.

Substance Misuse Support Service for Migrant Communities in Great Yarmouth

GYROS - £11,300

GYROS support newcomers and migrant communities in the Great Yarmouth area and help them settle and integrate into the local community.

This specific grant enables GYROS to:

- offer local drug and alcohol services interpretation, translation and one to one opportunities to reach black and minority ethnic communities
- increase activity to identify substance misuse issues and refer for specialist support
- run quarterly workshops for BME communities on substance misuse, UK norms and legislation.

Beneficiaries of the GYROS service are primarily Lithuanian, Latvian, Polish, Romanian and Portuguese.

Delivery	Apr 16-June 16	July 16- Sept 16
Number of beneficiaries receiving drug and alcohol services interpretation, translation, one- to-one support	13	19
Quarterly workshops for BME communities on substance misuse	These have been integrated into the community lunches and now run monthly	These have been integrated into the community lunches and now run monthly
Engaging 48 individuals as well as supporting their families (per annum)	13 Clients and 8 family members	19 clients and 6 family members

The group are seeing a number of people with alcohol misuse issues who are street homeless. The work to support these individuals has involved addressing the more immediate issue of housing before any work can be done around their substance misuse. GYROS also run three weekly ESOL classes (English as a Second Language) and have embedded substance misuse awareness within these classes.

GYROS also continue to work in partnership with local agencies, such as the Police and NRP (Norfolk Recovery Partnership) and now have a group of peer support volunteers who can support the community and continue this work to build resilience.

Break Moving 4 Ward **BREAK - £29,200**

This grant under the Children and Young People Fund is to support BREAK's Moving 4ward project for Norfolk's looked after children and care leavers who are vulnerable and at risk of being drawn into offending, with practical and emotional support to make positive life decisions.

This year 12 new children and young people have been selected with an additional three from the previous year. They have received support from a Support Worker at the beginning at a rate of three times a week, which will reduce to monthly over the twelve month period.

Five volunteer mentors will receive a minimum of 20 hours of training over 5 days, including brain development in adolescents; why we lie; safeguarding; online bullying and counter transference in addition to the standard BREAK training. All mentors received an induction and formal supervision on a regular basis. Volunteer mentors then deliver fortnightly support to the aforementioned group.

This group are extremely vulnerable and BREAK ensure that outcomes for the children and young people include increased security of accommodation and this cohort are currently in suitable accommodation; 5 independent; 7 supported living and 3 at a family home. They also aim to improve and support their educational attainment/training progression: 2 are now seeking work; 1 is in fulltime employment; 7 are attending school/college; 2 are in apprenticeships/training and 3 are currently not working due to mental health/disability issues.

Enhanced Employability Academy

LEAP - £20,800

LEAP are a community interest company that aim is to empower adults in Norwich who face disadvantage to make meaningful, lasting changes in their lives and reach their potential. They take a whole person approach that goes beyond the mainstream provision of employment and housing to look at improved health, wellbeing and confidence that can ultimately lead to a more fulfilling life.

This grant was for LEAP to engage and support ex-offenders and those most vulnerable to offending/re-offending due to their substance misuse through the Flourish Employment Academy.

The project has now finished and in total across the year 57 clients benefited from the programme.

During the project 252 hours of coaching were delivered, with 23 clients accessing work experience and 12 clients gaining employment.

The Rose Project

Magdalene Project - £23,800

The purpose of this grant is to provide a specialist support worker for children and young people who are in care and are at risk of Child Sexual Exploitation (CSE). This post supports support the Norfolk multi-agency approach to the protection of children and young people.

Funding is being used for the role of the CSE intervention specialist that focusses on looked after children, working with carers and other professionals to support those who are considered particularly vulnerable. Evidence and reports show that voluntary sector involvement in the statutory provision of CSE leads to effective engagement with the target group.

Activities include:

Targeted Support Work

- Outreach/drop in programmes to care homes to build relationships with young people.
- Delivery of a 6 week creative course to young people in care.

Frontline

- Befriending delivered to those young people assessed as medium or high risk of child sexual exploitation without any time limit.
- Return home interviews conducted with missing young people to help them stay safe from sexual exploitation and other risks.

Other

- An evidence base of findings will be established to highlight the needs.
- Establishing working relationships with care homes both local authority and private to ensure joined up working and a proactive approach to helping and supporting young people.
- Worker to be part of the team within the MASH (Multi Agency Support Hub) and working together with the missing and CSE team.

Between September 2015 to June 2016 the Magdalene Project received 153 CSE referrals and 549 referrals for missing young people from the Multi Agency Safeguarding Hub (MASH). The number of referrals is the total number of episodes rather than the number of individuals. Services delivered have included:

- 370 befriending and targeted support work sessions to 68 young people
- 118 return home interviews conducted with 79 young people.

Partnership working is an essential part of this project and the Magdalene Group continue to be a up member of the MASH. Every day one of the team attends the morning briefing meeting where they collect referrals for CSE and missing and found young people. This also provides the opportunity to share information and gather further information regarding the young people they are supporting.

Complaints Handling Sub Panel

Report from the Chairman of the Sub Panel, Dr Christopher Kemp

To consider an update from the Complaints Handling Sub Panel.

1. Background

- 1.1 In July 2014 the Government announced a review of the entire police complaints system, including the role, powers and funding of the Independent Police Complaints System (IPCC) and the local role played by Police and Crime Commissioners (PCCs). The proposed reforms form part of the Policing and Crime Act 2017.
- 1.2 It was agreed that a Sub Panel should be established to keep under review the development of a local model for managing police complaints, changes to the handling of PCC complaints, and the likely local impact on both the PCC's and the Police and Crime Panel's (PCP's) resources. The Panel endorsed the Terms of Reference for this Sub Panel at its meeting in June 2016.

2. The Policing and Crime Act 2017

- 2.1 During the last Parliament, the previous Government brought about major changes to policing to introduce:
 - greater accountability and transparency (through directly elected Police and Crime Commissioners (PCCs), an enhanced Independent Police Complaints Commission (IPCC) and strengthened inspectorate);
 - increased capabilities (through the creation of the National Crime Agency (NCA)) and professionalism (through the establishment of the College of Policing);
 - a focus on efficiency and cutting crime.
- 2.2 The current Government was elected with a manifesto commitment to “finish the job of police reform”. The purpose of the Policing and Crime Act 2017 (“the Act”) is to further improve the efficiency and effectiveness of police forces, including: through closer collaboration with other emergency services; enhancing the democratic accountability of police forces and fire and rescue services; building public confidence in policing; strengthening the protections for persons under investigation by, or who come into contact with, the police; ensuring that the police and other law enforcement agencies have the powers they need to prevent, detect and investigate crime; and further safeguarding children and young people from sexual exploitation.
- 2.3 The focus of interest for the Sub Panel is Part 2 of the Act. This reforms the **police complaints and disciplinary systems**, including measures to: extend the disciplinary regime to former officers for up to 12 months after they have left

the police; make changes to the governance of the Independent Police Complaints Commission (IPCC), provide for a new system of "super-complaints" and confer new protections on police whistle-blowers. This Part also further strengthens the independence of Her Majesty's Inspectorate of Constabulary (HMIC) and ensures that it is able to deliver end-to-end inspections of the police, including the inspection of contractors and third parties who carry out policing functions.

- 2.4 Chapters 1 to 5 of Part 2 of the Act relate to **police complaints, police super-complaints, whistle-blowing and discipline**, and give effect to the Government's commitment to "overhaul the police complaints system". The key provisions are summarised below:
- a) Strengthening PCCs' oversight of the local complaints system, giving them an explicit responsibility for ensuring the effective and efficient delivery of the local police complaints system, and making PCCs the appellate body for those appeals currently heard by Chief Constables.
 - b) Enabling PCCs to take on other functions within the complaints system, giving them the option of taking on responsibility for the front-end of the complaints system and responsibility for all duties regarding contact with the complainant.
 - c) Clarifying the definition of a complaint – currently defined in section 12 of the Police Reform Act 2002 as 'any complaint about the conduct of a person serving with the police' – to one that defines a police complaint broadly as 'an expression of dissatisfaction with a force'.
 - d) Retaining and clarifying the focus on immediate resolution of customer-service issues where appropriate, before such issues become complaints.
 - e) Removing the non-recording categories (such as vexatious and out of time complaints) so that any issue that is not possible to resolve immediately or that the complainant wants recording, is recorded.
 - f) Removing the opaque categorisation for handling complaints – local resolution, local investigation, disapplication, discontinuance – and replacing this with statutory duties based on taking "reasonable and proportionate" action to resolve a complaint.
 - g) Streamlining the complex appeal process so that there is one appeal point at the outcome of the complaint.
 - h) Extending the disciplinary regime to former officers where an allegation arose before they resigned or retired, or arose within a period of time following their resignation or retirement;
 - i) Creating a statutory framework for the College of Policing to receive, hold, make available and, in some circumstances, publish details from a "police barred list" of former members of police forces, former special constables and former members of the civilian staff of police forces who have been dismissed or who would have been dismissed had they not resigned or retired.
 - j) Allowing for regulations to be made to require the IPCC to investigate all chief officer misconduct allegations (including gross misconduct).
 - k) Protecting the identity of a whistle-blower by allowing the IPCC to control who in a police force is notified of an independent investigation and obtain information and evidence confidentially from those individuals (to enable covert investigations).
 - l) Introduce a system of super-complaints to capture national or cross-force issues that are not otherwise captured by the existing complaints system, IPCC

investigations or HMIC inspections.

m) Reformed IPCC will be known as the Office for Police Conduct (OPC).

- 2.5 Chapter 6 of Part 2 (**'Inspection'**) strengthens the role and independence of HMIC, by:
- a) Extending HMIC's remit to enable it to inspect private contractors and PCCs' staff who are engaged to support the police force and are delivering policing functions.
 - b) Conferring on HMIC powers to acquire information from third parties and access to relevant people and premises.
 - c) Enabling HM Chief Inspector of Constabulary (HMCIC) to initiate inspections that have not been included in the published inspection programme.
 - d) Transferring the power to appoint Assistant Inspectors of Constabulary from the Home Secretary to HMCIC.
 - e) Introducing a requirement on PCCs to respond to HMIC reports within 56 days, address each recommendation in a report, and copy the Inspectorate into their response.

3. Issues and Implications

- 3.1 The Government has produced an enactment timetable for spring 2017 in relation to many chapters of the new Act, including emergency services collaboration. It has not yet published the timetable for PCC local complaints handling.
- 3.2 As a minimum legislative requirement, the PCC will become the appellate body to hear those appeals currently heard by Chief Constables concerning the outcomes of complaints made against police officers and police staff. It is anticipated that the responsibility for undertaking the role of appellate body will not transfer to PCCs until around June 2018. However, while no timetable has yet been published, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) is working towards an appellant body model being operational by January 2018.
- 3.3 Both the Norfolk and Suffolk PCCs recognise that there are a number of challenges around implementing a local PCC complaints model, due to the joint operational Professional Standards Department in both Constabularies. While there continues to be an open dialogue in terms of future proposals between both Police and Crime Commissioners, OPCCN has allocated resources to the development of the local PCC models for complaints handling and the implementation challenges that they may present for Norfolk.
- 3.4 OPCCN continues to participate in, and contribute to, a national working group led by the Home Office that is developing the detailed secondary legislation for these changes. This offers an opportunity to discuss and debate local and national challenges, which include:
- The need for timely publication of statutory guidance to assist PCCs and PCPs in the transition to new arrangements.
 - The inevitable increase in volume of escalated complaints being made against PCCs (rather than Chief Constables/Head of Professional Standards Departments (PSDs) as at present) from complainants who are not satisfied with the outcome of their appeal.

- The availability of training for PCCs and PCPs to ensure the success of the reforms.
- The need for clarity about the extension of HMIC's remit to inspect non-police actors delivering policing functions (i.e. OPCCs delivering complaints functions), which will result in two forms of scrutiny: PCPs and HMIC.
- The need for clarity around the impact that super-complaints could have on PCCs if a wider issue or concern regarding their police force is reported, and how PCPs fit into this picture – which we understand will be the subject of a forthcoming consultation paper.
- The need for clarity about the suggestion in a previous Home Office consultation (PCC complaints handling) that PCPs might take on an investigatory role in relation to some PCC complaints.

3.5 In order to keep these matters, and the development of the local model for police complaints handling under review, it is **recommended** that the Sub Panel should be reappointed in June 2017.

4. Action

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



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

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 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, except those containing confidential information, are recorded and published on his website. Decisions made by the PCC, up until 22 March 2017, 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 22 March 2017, are listed at **Annex 2** of this report.

c) Police Accountability Forum meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both Constabularies. An

extensive programme of collaborative work has already delivered a number of joint units and departments in areas such as major investigations, protective services, custody, transport and IT.

The PCC meets with Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are 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 2 February 2017 and 3 April 2017:

Date	Activity
8 th February 2017	Norfolk and Suffolk Collaboration Panel – Brome Grange Hotel, Eye
15 th March 2017	Association of Police and Crime Commissioners (APCC) General Meeting – London
15 th March 2017	Meeting with Policing Minister, Brandon Lewis MP – London

- f) Audit Committee


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

3. **Suggested approach**

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

4.0 **Action**

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

	<p>If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 0344 800 8011 (Textphone) and we will do our best to help.</p>
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PCC's Decisions

Collaboration Agreements - ERSOU, RIPA, ECTIU

Decision 2016-35

The PCC has approved the renewal of collaboration agreements concerning the Eastern Region Special Operations Unit (ERSOU), Regulation of Investigatory Powers Act (RIPA) and the Eastern Counter-Terrorism Intelligence Unit (ECTIU).

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

West Norfolk and body-worn cameras both in focus at PCC's public meeting

On Monday (30 January), PCC Lorne Green will hold the Chief Constable to account at a meeting in King's Lynn, followed by a public question and answer session.
24 January 2017

PCC to take police budget proposals to Panel

The PCC will take his proposals for the 2017/18 policing budget to the county's Police and Crime Panel this week, including how much you contribute through council tax.
31 January 2017

PCC makes 'tough call' and increases policing element of Council Tax by 2pc

Lorne's proposal for an increase in the policing element of council tax has received unanimous support from the Police and Crime Panel.
2 February 2017

Commissioner meets a true 'Nero' our latest four-legged recruit

Norfolk's Police and Crime Commissioner Lorne Green today welcomed two new recruits – of the four-legged kind – to the policing family.
9 February 2017

PCC's road safety campaign continues to make an #Impact as it tours county

A campaign aimed at educating young drivers about road safety is continuing its tour of the county.
20 February 2017

Female offenders to receive better support thanks to new partnership

In a ground-breaking initiative led by the PCC, women who find themselves in police custody will be offered help to turn their lives around thanks to a new partnership.
24 February 2017

PCC welcomes positive HMIC report

Norfolk Police has been judged one of the top performing forces in the country by HM Inspectorate of Constabulary.
2 March

Young people encouraged to get creative by Norfolk's PCC

Young people from across Thetford are being urged to get creative as part of an initiative being launched by Norfolk's Police and Crime Commissioner Lorne Green.
8 March 2017

PCC publishes first Police and Crime Plan

Lorne Green has published his first Police and Crime Plan as Norfolk's PCC, setting seven core priorities for the county.
13 March 2017

PCC shines light on rural policing at Stoke Ferry event

Lorne tells Agricultural Society: "When it comes to rural crime, your police force and your PCC are on it like never before."
14 March 2017

PCC's road safety campaign makes a national #Impact

A campaign launched by Norfolk's Police and Crime Commissioner (PCC) to educate young drivers about road safety has been shortlisted for a national award.

16 March

Thetford youngsters encouraged to become 'graffiti artists'

Young people from across Thetford became artists for the afternoon as part of an initiative launched by PCC Lorne Green.

17 March

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/news/latest-news>

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

Date: 28 March 2017	
Subject	Summary
Public agenda	
North Norfolk District Performance Overview	<p>The following document gives an overview of recent performance in the North Norfolk District.</p> <p>Recommendation: The PCC is asked to note the contents of the report.</p>
Police and Crime Plan Theme: 'Support Victims and Reduce Vulnerability'	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 5: Support Victims and Reduce Vulnerability, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <p>Recommendation: The Police and Crime Commissioner is asked to note the contents of the paper.</p>
Police and Crime Plan Theme: 'Deliver a Modern and Innovative Service'	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 6: Deliver a Modern and Innovative Service, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <p>Recommendation: The Police and Crime Commissioner is asked to note the contents of the paper.</p>
Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money'	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <p>Recommendation: The Police and Crime Commissioner is asked to note the contents of the paper.</p>
Emerging Operational/ Organisational Risks	Verbal Report
Cybercrime - Support Victims and Reduce Vulnerability	<p>Overview of the current work of the Joint Norfolk and Suffolk Cybercrime Unit, Serious and Organised Crime Directorate</p> <p>Recommendation: Chief Officers are recommended to note the content of the report.</p>
Operation GRAVITY	<p>Operation Gravity was implemented in December 2016 to reduce the risk associated with county lines drug dealing groups in the County, to prosecute drug dealers and safeguard vulnerable people. During the period that the operation has been running, serious assaults have reduced, intelligence led tasking and coordinating has seen the right people targeted, significant drugs (well over 1500 wraps) and cash seized (in excess of £30k)</p>

	<p>and approximately 130 people arrested.</p> <p>Recommendation: Operation Gravity should continue throughout 2017, this will enable the continuous development of innovative tactics aimed at prosecuting and disrupting county lines whilst developing partnerships at county and local level identify best practice in relation to the safeguarding of vulnerable people and early intervention of those local young people at risk of being drawn into drug dealing and a gang culture. The central coordination and tasking of all intelligence underpins the operation and should remain in place throughout this operation.</p>
Mobile Devices and Body Worn Video	<p>This paper provides a brief update on the deployment of Body Worn Video and Mobile devices across both Constabularies.</p> <p>Recommendation: The Police and Crime Commissioner is asked to note the contents of this paper.</p>
Athena	<p>This report summarises the current status of the Athena Development Programme and other Athena work streams.</p> <p>Recommendation: Note contents</p>
Financial Update	<p>This report summarises:-</p> <ul style="list-style-type: none"> •The forecast outturn for the current financial year (2016/17), and arrangements for the production and audit of the Statements of Accounts 2016/17. •The PCC's 2017/18 budget and precept option presented to, and agreed by, the Police and Crime Panel on 2 February 2017. <p>Recommendation: The PCC is recommended to note the report.</p>
Estates Update	<p>This paper updates the Police and Crime Commissioner for Norfolk (PCC) on the latest position with the major estates strategy projects and the north Norfolk PCC estate.</p> <p>Recommendation: For the Norfolk Police and Crime Commissioner to note the Estates Strategy update.</p>

In addition, the agenda included:

7.00pm. Public Question and Answer session with PCC and Chief Constable

The next PAF meeting is due to take place on 10 May 2017 – venue to be confirmed.

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

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

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

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

Date: 8 February 2017	
Subject	Summary
Public agenda	
Medium Term Financial Plans 2017-18 to 2020-21	<p>1. The following report compares the medium-term financial plans of the Suffolk PCC and Norfolk PCC, notes the main assumptions used, highlights the savings challenge for both counties and the forecast level of reserves for each PCC.</p> <p>2. The information is aimed at informing the key decision makers of the Norfolk and Suffolk PCCs of the financial position and context of the collaboration over the medium term period.</p> <p>Recommendation: That the Panel considers the content of this report.</p>
Private agenda	
Athena Programme Update	Exempt report - not published.
National Police Air Service (NPAS) Update	Exempt report - not published.
Assistant Chief Officer	Exempt report - not published.

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

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

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

List of items discussed at the most recent Audit Committee meeting

Date: 14 March 2017	
Subject	Summary
Public agenda	
Annual Investment and Treasury Management Strategy 2017/18	<p>Government regulations require the PCC to approve an Annual Investment Strategy prior to the start of the financial year. This is incorporated within an overarching Treasury Management Strategy. The Strategy, attached to the report, was included in the budget and precept report presented by the PCC to the PCP on 2 February 2017. The Strategy was circulated to Committee members for comment prior to publication.</p> <p>There are no significant changes in the 2017/18 Strategy compared to the prior year.</p> <p>Recommendation To note the Annual Investment and Treasury Strategy for 2017/19.</p>
Enterprise Resource Planning System - Update	<p>This report sets out the initial plans for the review of the ERP system and the related functions and business processes.</p> <p>Recommendation To discuss and note the report.</p>
Report from Head of Internal Audit	<p>To consider:</p> <ul style="list-style-type: none"> - Internal Audit Progress Report – 2016/17 Plan - Internal Audit Strategic and Annual Plan 2017/18
External Audit Plan 2017/18	To consider the external audit plan for 2017/18
Forward Work Plan	To consider the forward work plan.
Private agenda	
Strategic Risk Register update	Exempt report - not published.

The next Audit Committee meeting is due to take place on at 2pm on 7 June 2017 in the Wroxham Room, Jubilee House, Falconers Chase, Wymondham, Norfolk.

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/transparency/documents>

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

Forward Work Programme

9am 20 June 2017, County Hall	Induction for new panel members	
10am 20 June 2017, County Hall	Election of Chairman and Vice-Chairman Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan monitoring Commissioned services update PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel funding Proposals for a National Association of Police and Crime Panels Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
September 2017, County Hall (To be confirmed)	PCC's 2016-17 Annual Report Complaints Handling Sub-Panel – Update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
November/December 2017, County Hall	PCC's Budget Consultation	Commissioner, supported by members of the

(To be confirmed)	Police and Crime Plan monitoring Commissioned services update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner's staff and Chief Constable
Late January 2018 (To be confirmed)	Panel refresh training - consideration of precept	
Early February 2018, County Hall (To be confirmed)	Review the PCC's proposed precept for 2018-19 (the Panel must review and report by 8 February 2018) Police and Crime Plan monitoring Commissioned services update PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC	Commissioner, supported by members of the Commissioner's staff and Chief Constable
Late February 2018, County Hall (To be confirmed)	Reserve date – to review a revised precept for 2018-19, if vetoed (the Panel must review and report by 22 February 2018)	Commissioner, supported by members of the Commissioner's staff and Chief Constable
April 2018	Police and Crime Plan monitoring Commissioned services update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable

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

- confirmation hearings

PCP - Complaints Handling Sub Panel

Membership: Dr Kemp (Chairman), Mr Hannah, Mr Sommerville and Air Commodore Pellatt.

Next meeting: 4 April 2017

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; it last met on Friday 20th January 2017 at 10am in the Cranworth Room at County Hall.

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

- 28 March 2017
- 10 May 2017
- 11 July 2017
- 13 September 2017
- 14 November 2017

Norfolk and Suffolk Collaboration Panel meetings are held in public every other month, with the venue alternating between Norfolk and Suffolk. The next meeting is due to take place in April; date and time to be confirmed (agendas will be made available via OPCCN's website).