

# Norfolk Police and Crime Panel



Date: **Wednesday 30 September 2020**

Time: **11am \*\***

Venue: **Virtual Meeting**

\*\* Please note the later start time.

**Pursuant to The Local Authorities and Police and Crime Panels (Coronavirus) (Flexibility of Local Authority Police and Crime Panel Meetings) (England and Wales) Regulations 2020, the Norfolk Police and Crime Panel meeting on 30 September 2020 will be held using Microsoft Teams.**

**Please use this link to view the live meeting online: <https://youtu.be/S934qnlOZd8>**

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

**Panel Members are invited to join a pre-meeting at 9.15am on 30 September 2020. You will be sent a separate link for this.**

**A private briefing for Panel Members, by the Chief Constable on Norfolk 2020, will then take place between 10am and 10.45am. You will also be sent a separate link to join this.**

## Membership

Main Member	Substitute Member	Representing
Cllr Gordon Bambridge	Cllr Mark Robinson	Breckland District Council
Cllr Stuart Clancy	Cllr Peter Bulman	Broadland District Council
Cllr Mike Smith-Clare	Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Colin Manning	Cllr Brian Long	King's Lynn and West Norfolk Council

Cllr William Richmond	Cllr Michael Chenery of Horsburgh	Norfolk County Council
Cllr Martin Storey	Cllr Phillip Duigan	Norfolk County Council
Cllr Sarah Bütikofer	Cllr Dan Roper	Norfolk County Council
Cllr Tim Adams	Cllr John Toye	North Norfolk District Council
Cllr Kevin Maguire	Cllr Paul Kendrick	Norwich City Council
Cllr Michael Edney	Cllr James Easter	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

**For further details and general enquiries about this Agenda  
please contact the Committee Officer:**

Hollie Adams on 01603 223029  
or email [committees@norfolk.gov.uk](mailto:committees@norfolk.gov.uk)

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

## **A g e n d a**

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

**2. Minutes**

To confirm the minutes of the meeting held on 23 July 2020.

(Page **5**)

**3. Declarations of Interest**

**Norfolk County Council and Independent Co-opted Members**

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

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

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

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

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

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

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

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

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

**5. Public questions**

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by 5pm on **Tuesday 22 September 2020.**

**6. Police and Crime Commissioner for Norfolk's Draft Annual Report 2019-20** (Page **12**)

To review the PCC's draft Annual Report.

**7. Independent Custody Visitor (ICV) Scheme - Annual Report 2019-20** (Page **72**)

To consider the PCC's ICV Scheme annual report.

- 8. Complaints Policy Sub Panel - Update** (Page **84**)  
To consider an update from the Chairman of the Sub Panel.
- 9. Information bulletin – questions arising to the PCC** (Page **87**)  
To hold the PCC to account for the full extent of his activities and decisions since taking office.
- 10. Work Programme** (Page **100**)  
To review the proposed work programme.

Tom McCabe  
Head of Paid Service  
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County Hall  
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Date Agenda Published: 22 September 2020



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## **Norfolk Police and Crime Panel**

### **Minutes of the Meeting held on 23 July 2020 at 11am on Microsoft Teams (virtual Meeting)**

#### **Panel Members Present:**

Cllr William Richmond (Chairman)	Norfolk County Council
Air Commodore Kevin Pellatt (Vice-Chairman)	Co-Opted Independent Member
Cllr Gordon Bambridge	Breckland District Council
Peter Hill	Co-opted Independent Member
Cllr Kevin Maguire	Norwich City Council
Cllr Colin Manning	King's Lynn & West Norfolk District Council
Cllr Ed Maxfield	Norfolk County Council
Cllr Mike Smith-Clare	Great Yarmouth Borough Council
Cllr Martin Storey	Norfolk County Council
Cllr John Toye	North Norfolk District Council

#### **Officers Present:**

Hollie Adams	Committee Officer, Norfolk County Council (NCC)
Simon Bailey	Chief Constable for Norfolk
Vicky Day	Head of Prevention and Rehabilitation, Office of the Police and Crime Commissioner for Norfolk (OPCCN)
Lorne Green	Police and Crime Commissioner for Norfolk (PCC)
Sharon Lister	Director of Performance and Scrutiny, OPCCN
Jo Martin	Democratic Support and Scrutiny Team Manager, NCC
Jill Penn	Chief Finance Officer, OPCCN
Mark Stokes	Chief Executive, OPCCN
Gavin Thompson	Director of Policy and Commissioning, OPCCN

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

- 1.1 Apologies were received from Cllr Tim Adams (Cllr John Toye substituting), Cllr Sarah Butikofer (Cllr Ed Maxfield substituting), Cllr Stuart Clancy and his substitute Cllr Peter Bulman, and Cllr Michael Edney.

#### **2. Election of Chairman**

- 2.1 Kevin Pellatt, seconded by Cllr Colin Manning, nominated Cllr William Richmond.

- 2.2 Cllr William Richmond was **DULY ELECTED** as Chairman for the ensuing council year.
- 3. Election of Vice-Chairman**
- 3.1 Peter Hill, seconded by Cllr Colin Manning, nominated Air Commodore Kevin Pellatt.
- 3.2 Air Commodore Kevin Pellatt was **DULY ELECTED** as Vice-Chairman for the ensuing council year.
- 4. Minutes**
- 4.1 The minutes of the meeting held on 4 February 2020 were agreed as an accurate record.
- 5. Members to Declare any Interests**
- 5.1 No interests were declared.
- 6. To receive any items of business which the Chairman decides should be considered as a matter of urgency**
- 6.1 No urgent business was discussed.
- 6.2 The Chairman marked the retirement of Chris Walton (Norfolk County Council's Head of Democratic Services) and Greg Insull (Assistant Head of Democratic Services) who had both provided invaluable guidance and support to the Panel; the Panel thanked them for their support over the years.
- 7. Public Questions**
- 7.1 No public questions were received.
- 8. Balanced Appointment Objective**
- 8.1 The Panel received the report asking it to consider whether the balanced appointment objective was being met and the continuation of independent member co-options.
- 8.2 The Panel **RESOLVED** to **AGREE**:
- 1) the balanced appointment objective is being met;
  - 2) the re-appointment of Air Commodore Kevin Pellatt as co-opted independent member without open recruitment, for a further four years until the end of June 2024; and
  - 3) the continuation of Mr Peter Hill as co-opted independent member.

## 9. Panel Arrangements and Rules of Procedure

- 9.1 The Panel received the report setting out the Norfolk Police and Crime Panel Rules of Procedure, Panel Arrangements and guidance for handling complaints about the conduct of the Police and Crime Commissioner.
- 9.2 The Panel:
- 1) **ENDORSED** the amended Panel Arrangements (at Annex 1 of the report).
  - 2) **ENDORSED** the Rules of Procedure (at Annex 2 of the report).
  - 3) **ENDORSED** the guidance for handling complaints about the conduct of the Police and Crime Commissioner (at Annex 3 of the report) and **APPOINTED** the following members to be involved in the process:
    - Peter Hill
    - Kevin Pellatt
    - Mike Smith-Clare
    - Michael Edney (subject to confirmation)
    - Sarah Butikofer (subject to confirmation)
  - 4) **APPOINTED** the following Panel Members to the Complaints Policy Sub Panel (at Annex 4 of the report):
    - Peter Hill
    - Kevin Pellatt
    - Mike Smith Clare
    - Michael Edney (subject to confirmation)
    - Sarah Butikofer (subject to confirmation)
  - 5) **DELEGATED** authority to the Chairman and Vice-Chairman to approve necessary amendments the Rules of Procedure and associated procedural or guidance documents, to reflect any staffing changes at Norfolk County Council that would otherwise require approval by the Panel.

## 10. The impact of Covid-19 on delivering the Police and Crime Plan for Norfolk

- 10.1.1 The Panel received the report setting out information to allow the Panel to consider the impact of Covid-19 on the Police and Crime Plan for Norfolk.
- 10.1.2 Introducing the item, the Chairman highlighted that, given the postponement of elections in May, the PCC had stated his willingness to continue to serve in the role for as long as he was needed. It was important, therefore, that the Panel continued to challenge and support him in the delivery of his Police and Crime Plan on behalf of the local community. The Chairman also highlighted that, in light of Government measures and the immediate pressure on public services, the Panel's 24 March 2020 meeting had been cancelled. While it had not been possible to convene a public meeting sooner, he was grateful to the PCC for agreeing an informal challenge mechanism during the intervening period and responding to those questions which were put to him.
- 10.1.3 The Police and Crime Commissioner (PCC) introduced his report, emphasising the following points:
- The report set out how priorities in the Police and Crime Plan had continued to be delivered during the pandemic.
  - Attention was focussed on ensuring the Chief Constable had the resources to deliver his priorities and on holding the Chief Constable to account, for

example thorough governance boards and forums.

- The absence rate among police staff and officers in Norfolk was half the national average and the PCC noted their commitment.
- Effective partnership working with stakeholders had continued, for example the domestic abuse and sexual violence group which was chaired by the Director of Policy and Commissioning.
- The PCC discussed the “see something, hear something, say something” campaign which was promoted throughout Norfolk, sponsored jointly by the PCC, Norfolk Constabulary and Norfolk County Council.
- Service commissioning had continued, and funding continued to be committed from reserves. Funding was being sought from Government to support with the additional costs incurred during the pandemic.

## 10.2 The following points were discussed and noted:

- The PCC confirmed that he had no authority over the Fire and Rescue Service, and that questions about its contribution to the Covid response through the Resilience Forum should be directed to the County Council’s Cabinet Member. However, Officers from the OPCCN were engaged with the work of the Resilience Forum, of which the Fire and Rescue Service were also partners.
- The Chief Constable gave information to the Panel on how policing had been carried out during the pandemic:
  - The local resilience forum came together to set up a tactical co-ordination group. Senior advisors were appointed, and frameworks created upon which Constabulary responses were delivered.
  - Consistent messaging brought out from the co-ordination group, and exceptional support from media outlets in Norfolk to deliver messages to communities helped impact on the lower number of cases seen in Norfolk compared to other areas.
  - A consistent area of concern was related to second home owners.
  - Confidence rates for Norfolk Constabulary were at 85%
  - Some crime types fell during the pandemic, such as shoplifting, while hidden crimes saw a small increase, for example domestic violence.
  - Reports of concern around child protection were down although it was expected that reports would increase in future as lockdown restrictions eased.
  - The response to county lines had continued throughout the crisis and 23 lines had been taken out at source. A change in the method of travelling to Norfolk for county lines dealing had been observed.
  - Crime levels were starting to return to normal, except for hidden crimes.
  - An independent peer review of Norfolk’s police response gave a strong endorsement and highlighted lessons learned which would be embedded into future work
- The Home Office was considering information sent to it by Norfolk Constabulary on reimbursements for extra costs incurred during the pandemic; a £250,000 bill had been incurred for extra laptops, personal protective equipment (PPE) for staff and other associated costs. There was a weekly exchange with the Policing Minister and bills were submitted regularly for the additional costs.
- The PCC was asked what effect lockdown had on survivors of domestic abuse and whether the inability to have face-to-face meetings had had an impact; the PCC confirmed that extra resource had been sought through grants to support commissioned services supporting survivors of domestic



abuse to provide virtual resources. The Director of Policy and Commissioning reported that trends and data were reviewed, and providers spoken to on a weekly basis. The unavailability of face-to-face services had impacted on some survivors who preferred this approach; there was a goal to return to face-to-face services and introduce outreach.

- The methodology of the statistics on page 70 of the report was queried; the Chief Constable explained how Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) reviewed crime recording by taking a statistical sample. Because of this, confidence levels were built into the statistics and a 100% confidence level could not be reported as not all crimes were reviewed. Compliance had been raised to around 93-94% through leadership and training, but work was needed to improve this further. Eleven staff were being recruited to review all reports of serious sexual offences, domestic abuse and violent crimes to support increasing compliance. The PCC would be looking to see these improvements being made. The Chief Constable **agreed** to seek detailed clarification from HMICFRS on the methodology used for calculating the statistics.
- The PCC was asked what parts of the Medium-Term Financial plan had been impacted by the Covid-19 pandemic. The Chief Finance Officer, OPCCN, reported that costs incurred due to the pandemic had been recorded and funds allocated by the Ministry of Justice had been applied for. The spending review announced by Government would be a multi-year settlement, and while the outcome of this was awaited, scenarios were being modelled in preparation for the 2021-22 precept.
- More information was requested on the reduction in child protection reports. The Chief Constable clarified that child protection reports had reduced during the pandemic but were now starting to increase. It was likely that the true impact of familial and extra familial abuse during this time would not be seen until children went back to school and human online moderators went back to work. Conversations were being held with children's services and work would be undertaken with school child protection lead practitioners in preparation for an expected future increase in reports
- The support for prisoners being released during the pandemic was questioned; the PCC reported that the independent custody visitor service was not able to continue face-to-face during lockdown, however, this was now being re-introduced. The OPCCN provided funding towards organisations who provided person centred support and accommodation to ex-offenders and match funding of £35,000 towards these services had been received from the National Probation Service. The Head of Prevention and Rehabilitation (OPCCN) clarified that the early release of prisoners as a response to Covid-19 was minimal in Norfolk. OPCCN Officers worked with probation services to ensure business as usual releases were robust and enhanced the entry procedure specification to ensure processes for people entering prison during the pandemic period. Officers had also worked with partners to develop an accommodation project for released ex-offenders. The reducing offending board, chaired by Head of Prevention and Rehabilitation (OPCCN), aimed to ensure business as usual releases continued safely.
- It was queried how the effectiveness of prisoner release programmes would be measured; the Head of Prevention and Rehabilitation (OPCCN) explained that officers would meet quarterly with housing providers to discuss outcomes; a project board was being established to monitor progress and outcomes and to develop the project further.

- the Chief Constable clarified that if officers were not able to social distance, they should wear PPE in order to keep themselves safe.
- The PCC was asked for Norfolk Constabulary's stance on enforcing the wearing of masks; the PCC confirmed that he expected Officers to encourage people not wearing masks to do so, with enforcement being a last resort.
- Information was requested on the procedures in place for deciding whether a PCC decision was confidential. The Chief Executive, OPCCN, **agreed** to circulate the policy setting this out to the Panel. The decisions queried by the Vice-Chairman (OPCCN new website and Home Office Police Uplift and Covid-19 Support) had been deemed confidential as they contained commercially sensitive information.

10.3 The Panel **NOTED** the impact of Covid-19 on the Police and Crime Plan for Norfolk and **requested**:

- 1) Confirmation of the methodology used by HMICFRS to assess crime data integrity.
- 2) Clarification about how a PCC decision is judged to be confidential and the related information exempt from publication.

## 11. PCC Complaints Monitoring Report

11.1 The Panel received the report reviewing complaints received since the last monitoring report was received on the 4 February 2020.

11.2 The Panel **NOTED** the regular monitoring information from the PCC's Chief Executive and Norfolk County Council's Head of Democratic Services about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk.

## 12. Complaints Policy Sub Panel - Update

12.1 The Panel received the report giving an update from the Complaints Policy Sub Panel following their meeting on the 19 February 2020

12.2 It was confirmed that there had been no PCC conduct complaints received since February 2020. Comparatively few PCC conduct complaints had been received in Norfolk since the PCC's election, and given the current pandemic this was not out of step with the general trend. Low numbers of complaints at this time of year was also a common national trend.

12.3 The Panel **NOTED** the update from the Complaints Policy Sub Panel.

## 13. Norfolk Police and Crime Panel Funding

13.1 The Panel received the report reviewing the Norfolk Police and Crime Panel's expenditure for 2019-20 and setting out the grant allocation and expected

expenditure for 2020-21.

13.2.1 The Panel:

- 1) **NOTED** the 2019-20 expenditure.
- 2) **NOTED** the 2020-21 grant allocation.
- 3) **NOTED** expenditure during 2020-21.

13.2.2 Vice-Chairman Kevin Pellatt and Peter Hill **AGREED** to attend the national Panel conference, currently scheduled for 24 November 2020.

**14. Norfolk Police and Crime Panel Annual Report 2019-20**

14.1 The Panel received the report introducing the Police and Crime Panel's Annual Report 2019-20 for formal endorsement.

14.2 The Panel **RESOLVED** to **ENDORSE** the publication of the Panel's first annual report.

**15. Forward Work Programme**

15.1 The Panel reviewed the forward work programme for the period September 2020 - June 2021.

15.2 The Panel **AGREED** the forward work programme

The meeting ended at: 12:29

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

 <p><b>IN TRAN</b> communication for all</p>	<p><b>If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.</b></p>
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## **Police and Crime Commissioner for Norfolk's Draft Annual Report 2019-20**

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

The Panel is recommended to review the Police and Crime Commissioner (PCC) for Norfolk's draft Annual Report 2019-20 and agree what report or recommendations (if any) it wishes to make to the PCC.

#### **1. Background**

- 1.1 Part 1, paragraph 12 of the Police Reform and Social Responsibility Act 2011 ("the Act") states that "each elected local policing body must produce a report (an "annual report") on (a) the exercise of the body's functions in each financial year, and (b) the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan."
- 1.2 Part 1, paragraph 28 also states that the relevant Police and Crime Panel "must review the annual report and make a report or recommendations on the annual report to the PCC".
- 1.3 To enable it to manage the effects of the Covid-19 pandemic, the Government enacted a series of temporary measures (Coronavirus Act 2020), which included the postponement of PCC elections in May this year. As a result, Police and Crime Plans have been extended for a further 12 months.

#### **2. Purpose of today's meeting**

- 2.1 The Panel is recommended to review the PCC's draft Annual Report 2019-20 and agree what report or recommendations (if any) it wishes to make to the PCC.
- 2.2 This is the fourth draft Annual Report which the current PCC has presented to the Panel for consideration. It provides an opportunity for Members to hold him to account for the progress he has made with delivering his Police and Crime Plan for Norfolk 2016-2020 ("the Plan").

#### **3. Suggested approach**

- 3.1 The attached draft Annual Report (**Annex 1**) presents the PCC's view of his achievements during 2019-20, the challenges that have arisen during 2019-20 and an overview of the 2020/21 budget. The report provides performance

metrics for each of his priorities and an overview of the main areas of activity.

3.2 After the PCC has introduced his draft Annual Report, the Panel may wish to ask questions on the following areas:

- a) The extent to which the PCC's vision (for preventing and fighting crime, tackling its causes, and protecting the most vulnerable in our communities from victimisation) is being achieved.
- b) Progress being made towards delivering the PCC's strategic objectives, and how he is addressing the ongoing areas of concern highlighted by performance metrics (the slow but steady increase in number of KSI collisions, particularly those involving vulnerable road users; the rise in recorded crime; falling solved rates).
- c) How provision of accurate police performance data continues to be challenged by the PCC.
- d) The extent and effectiveness of collaborated activity, including: how the PCC is bringing together partners to prevent crime and deal with its causes; the PCC's contribution to steering a local focus on adequately resourced early intervention, and in doing so helping the police and criminal justice system to get ahead of demand.
- e) How the PCC is harnessing the national focus on tackling serious and violent crime to influence local partnership working.
- f) The impact of Norfolk 2020 (the new policing model) on delivering the Plan.
- g) How the PCC is supporting the police through exploiting advances in technology.
- h) Progress with delivering identified savings and additional opportunities arising from regional collaboration.
- i) How the forecast 2023/24 budget gap of £10m will be bridged.
- j) The monitoring and management of efficiency savings and service growth pressures.
- k) The impact that commissioned services are having on community safety across the county and victims of crime.
- l) How the PCC is working with criminal justice agencies to ensure that the system is working effectively as possible for victims, witnesses and offenders.
- m) Progress with achieving his equality objectives and how he is focussing support on groups vulnerable to both victimisation and offending.
- n) How the PCC is encouraging local communities to have their say on key issues.
- o) Ongoing and future challenges for the PCC.
- p) Risk management and any areas of concern which have been identified

by the Audit Committee.

- q) Which priorities the PCC will focus on during his final months in the role.

#### **4. Action**

- 4.1 The Panel is recommended to review the Police and Crime Commissioner for Norfolk's draft Annual Report 2019-20 and agree what report or recommendations (if any) it wishes to make to the PCC.



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## ANNUAL REPORT 2019/20

### *Foreword:*

I have for long been impressed, and moved by the Rotary International motto “Service Above Self”. I have tried as best I can to conduct myself in accordance with this. I offered myself as your Police and Crime Commissioner because so I could render service to the men, women and children of Norfolk. I didn’t seek the job out of political ambition - at my age I wasn’t seeking to climb a political ladder. I was however motivated by ambition - ambition to keep our county safe, supported by an effective, efficient police force. I wanted to do all in my power to protect the vulnerable and help victims who are our brothers and sisters, and to be a good steward of the taxpayers’ money which underpins it all. I have sought to provide service above self.

It is said that a man’s reach should exceed his grasp, or what’s a heaven for. I could not hope to give form to my ambition without two essential ingredients, both of which I have enjoyed in abundance. The first is what undoubtedly is one of the best police forces in the country - Norfolk is so well served by the women and men of the Norfolk Constabulary - officers and staff who show remarkable dedication, professionalism and sensitivity. Every police officer is someone’s son or daughter, husband, wife or partner, friend or neighbour. They are just like us, with one truly exceptional quality - they are prepared to put themselves daily in harm’s way to keep you and me safe.

And the second ingredient is a team of the most wonderful public servants in the Office of the Police and Crime Commissioner for Norfolk. In nearly five decades of public service I have never encountered a team of men and women who so consistently demonstrate service above self. All of us in this wonderful Norfolk community can be proud of these dedicated, professional and good-humoured servants of the public. I only wish it were in my gift to get them the greater recognition they deserve.

So, in this annual report, you will read of acts of great heroism, selflessness, devotion to making life better for the victims and the vulnerable who are our neighbours, and a steely determination to keep our great county safe from wrong-doing. You will read of countless instances of service above self.

This, my fourth annual report provides me with the opportunity to reflect, with you, on the past 12 months to 31<sup>st</sup> March 2020.

This report highlights some of the key challenges and achievements in my role as your Police and Crime Commissioner (PCC).

I am pleased that my office, along with a number of others across the country, for the fifth year running received the CoPaCC 2020 Quality Mark for openness and transparency. Providing accessible information to the public is an important priority for me and my staff.

From April 2019 I have continued my series of tours across the county, accompanied by the Chief Constable, to hear first hand from members of the public about what safety and policing concerns they have in their local area. These events are an important engagement tool and I will continue my engagement over the coming months through virtual settings undaunted by the current COVID19 pandemic restrictions.

When I first took up the role as your PCC in 2016, I undertook wide public consultation to identify what the key priorities are for policing in our county. These priorities were identified as increasing visible policing, supporting rural communities, improving road safety, preventing offending, supporting victims and reducing vulnerability, delivering a modern and innovative

service and, ensuring good stewardship of taxpayers' money. This report provides an overview of what has been achieved in those areas during the last financial year.

In 2019, visible policing has also been increased through the Government's operation uplift programme - a national programme to increase the number of police officers across the country by 20,000.

In Norfolk, rural communities have benefited from the development of the Community Safety Neighbourhood Policing Team which has increased its capacity and capability to conduct high visibility patrols in rural hotspots. The Rural Crime team has also been involved in a number of planned operations, working closely with other agencies to prevent rural crimes such as heritage crime and lead thefts.

As for Road Safety, my #IMPACT campaign has continued to be rolled out across the county and the team has engaged with 1,700 young and future drivers to raise awareness of driving safety and help reduce the risk-taking behaviour that can cause road accidents.

Supporting victims and reducing vulnerability is one of my priority areas of work and during 2019 over 14,000 victims of crime were offered help to cope and recover by the Norfolk and Suffolk Victim Care service I commissioned.

As part of my ongoing commitment to prevent offending, the WONDER programme has supported 148 women vulnerable to offending by addressing the root causes of their behaviour and diverting them from the criminal justice system.

I made a commitment to ensuring the constabulary had access to 21<sup>st</sup> century tools to prevent and combat 21<sup>st</sup> century crimes. This report highlights the early success of the new Police Digital Investigators role which has been created from the Norfolk 2020 policing model. With ever increasing demands and the changing face of crime this is a real step forward in the fight against crime.

Finances are getting tighter as demand increases, making efficient use of resources and good stewardship of budgets critically important. You can find out more about how the money is being spent in this annual report.

New legislation has increased my statutory duties as your PCC, making me responsible for the handling of police complaint reviews. This change came into effect in February 2020 and detailed performance information will be covered in next year's annual report.

In the past financial year my office has invested in the Norfolk Community Safety Partnership (NCSP) - my Chief Executive currently chairs the partnership. The work of the NCSP is vital in tackling crime and disorder in the county, ensuring the county remains a safe place for people to live, work and visit.

Collaboration between emergency services has improved over the past financial year and I am pleased with the progress that is being made in closer working between the Norfolk Constabulary and the Norfolk Fire and Rescue Service. The first annual report on this collaboration was published in early 2020.

As your PCC I remain committed to keeping Norfolk a safe place to live, work and visit and I will continue to work tirelessly to make sure that Norfolk Constabulary receives a fair share of additional resources from the Government in order to achieve this.

Lorne Green, Police and Crime Commissioner for Norfolk



## TRANSPARENCY

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I am delighted to say that earlier this year, for the fifth year running, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) has received a prestigious national award for openness and transparency.

The OPCCN is one of 28 OPCCs to have been awarded the Open and Transparent Quality Mark 2020 by CoPaCC – a national organisation which monitors police governance.

Based in Wymondham, the OPCCN supports and promotes the work of the PCC for Norfolk. The Quality Mark recognises that the PCC office meets their statutory requirements in making information available to the public. This is to the great credit of our outstanding team of public servants.

If you want to know more about how the OPCCN discharges its [governance](#) duties and its commitment to [transparency](#) you can read more on the OPCCN website.

## ENGAGEMENT

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I have continued my rounds of the county with the Chief Constable, to allow the public to ask questions of both the Constabulary and me. Question and answer sessions have been held in each of the seven policing districts, providing the district police commanders with an opportunity to deliver a local policing update. I think these sessions have been a highly successful engagement tool, allowing the public to provide feedback directly to the Chief Constable and me.

To accompany these engagement sessions, I like to spend the day around the town hosting the question and answer session, to visit local businesses, community groups and speaking to residents to gain their views on policing and crime prevention. I normally am accompanied by the local Police Engagement Officer or Beat Manager. This gives the public who may not be able to attend the evening session, the chance to register any concerns to the local policing team.

Direct engagement with residents is vitally important to me to gain feedback on how the public feel the police can best serve their community. Feedback from these visits enables me to hold the Chief Constable to account and to understand how the priorities set in the Police and Crime Plan are serving the residents of our county.

It is an absolute priority for me that every woman, man and child in our county should have the opportunity to influence local policing where they live.

## PROGRESS AGAINST POLICE AND CRIME PLAN OBJECTIVES

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Following my election in May 2016, I undertook a wide public consultation to identify what are the key priorities that matter for policing in Norfolk. As a result, the following seven priorities were adopted under his Police and Crime Plan for 2016-2020.

1. INCREASE VISIBLE POLICING
2. SUPPORT RURAL COMMUNITIES
3. IMPROVE ROAD SAFETY
4. PREVENT OFFENDING
5. SUPPORT VICTIMS AND REDUCE VULNERABILITY
6. DELIVER A MODERN AND INNOVATIVE SERVICE
7. GOOD STEWARDSHIP OF TAXPAYERS' MONEY

## INCREASE VISIBLE POLICING

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This priority focuses on increasing the numbers of people in policing and increasing opportunities for the public to engage with the police and me. Of course, the global COVID19 pandemic has had a significant impact across the country and considerable focus and planning has gone into ensuring that the constabulary could continue to deliver core services to protect the public.

The flexible nature of the Norfolk policing model has proved invaluable in allowing us to move resources to high risk areas and still maintain our core responsibilities. As such the constabulary has been in a strong position to deal with the consequences of COVID19 in the county.

The agreed precept, following wide public consultation, in February 2020 enabled the constabulary to increase the number of police officers from 1,510 to 1,550. Recruitment continues towards increasing overall police numbers in line with Government's uplift pledge.

Special Constables are volunteer police officers with full powers. Norfolk Special Constabulary numbers saw some reductions during 2019/20 – this was due to Special Constabulary officers choosing to become regular police officers and a pause in recruitment due to COVID19.

To increase Special Constabulary numbers a more localised recruitment and training programme was piloted. Despite the reduction in the total number of Special Constables visibility has actually increased.

The rural team have developed a comprehensive tasking system for specials to maximise geographical coverage and efficiency. This allows targeted visible policing to our rural communities while attending to specific taskings such as crime prevention, local engagement, church security surveys and proactive taskings.

The Force is very grateful to those who are willing to give their time in support of our mission and for our communities.

The effective strength of the uniform policing model continues to increase since previous, and now sits at 89.4% which is the level expected allowing for aspects such as long-term sickness, absences, maternity leave and officers in training. The consequence of more officers will result in a still greater presence of fully effective, deployable police officers.

The investment in additional police officers to the Beat Manager Community role funded, largely by the removal of the Police Community Support Officer (PCSO) role has helped maintain the public's confidence in policing.

The neighbourhood policing element of the new, Norfolk 2020 policing model is now fully established providing dedicated Beat Manager posts and neighbourhood Sergeants.

In addition, all five Neighbourhood Policing teams (each comprising a Sergeant and five Police Constables) who support local community issues and Beat Managers are established. These teams have been instrumental in providing a flexible, proactive capability to support Districts in tackling local emerging crime trends, targeting known offenders and locations, whilst leading the Force's activity in tackling County Lines drug dealing and exploitation, managed through the County Lines Disruption Team.

## ***County Lines***

The County Lines team has shifted its focus to tackle higher level drug dealers and organised crime networks, to target cutting the supply of drugs and exploitation of vulnerable people recruited to sell the drugs.

A Norfolk dedicated team has worked in partnership with the Metropolitan Police to identify the main drug dealers targeting the County and arrest them and where it has been possible looked to remand those who have been charged with offences to prevent them from passing on their distribution network to another person. This helped ensure the drugs threat from this supply line was permanently closed immediately. To date, 25 significant suppliers have been dealt with in this way.

The Constabulary ran Operation Hartfield - a large-scale operation targeting those dealing Class A drugs on the streets of Norfolk. It was a four-month targeted operation which resulted in 35 arrests. Prosecutions were sought in all cases and a number of the offenders have received custodial sentences.

## ***Rural Community Engagement***

The development of the Community Safety Neighbourhood Policing Team has increased the capacity and capability to conduct high visibility patrols in hotspot areas. The team's specialisms in drones, rural policing, scrap metal, crime prevention, unauthorised encampments and problem-solving enhanced the range and quality of prevention and enforcement activity. This work is supported by the Neighbourhood Policing Teams and three dedicated rural Beat Managers in North Norfolk, West Norfolk and South Norfolk have been introduced to work closely with the Operation Randall rural crime team on a daily basis.

With the Chief Constable we have held engagement events with the rural communities of Norfolk. These events are important opportunities for local farmers, stakeholders and the public in general to put questions regarding rural policing.

The rural crime team across the county is involved in a number of planned operations throughout the year and involving a number of partner agencies. Working with the RSPCA and other agencies, conducting patrols is well established, doing weekly high visibility patrols in remote areas is preventing crimes such as stack fires and visiting churches in the more secluded areas to prevent heritage crime and lead thefts.

## ***Community Engagement and Confidence in Policing***

In an effort to develop a more detailed understanding of the views of the local community on policing matters, working with the Constabulary I have jointly funded for the first year a further piece of research.

This perceptions survey will complement existing data but look to develop a more detailed understanding of the views of local communities on the policing they observe as well as how safe they feel.

The work will explore in detail the public's feelings and perceptions on a range of contributing factors, including:

- Feelings of safety
- Police visibility and presence
- Perceptions of crime and ASB
- Police engagement with local communities

- Experiences of victims of crime
- Dynamic issues that are particularly relevant at any one time (for instance, the introduction of body worn videos).

The results will be incorporated into the County's Neighbourhood Policing Strategy to help guide and inform tactical work to maintain the positive outcomes and focus on areas for improvement. A working group currently is developing an action plan based on the findings. The plan will include communication opportunities, both internally and externally and help develop better ways of engaging with the public and influence how our engagement officers will work.

The work to date already highlights good news that can be shared publicly;

- 89% thought the police are doing an excellent / good job
- 82% have confidence in their local police
- 97% of people said they felt safe in their local area in daylight hours
- 89% said they were confident they would receive good service if they reported a crime or incident.
- 93% felt the police will treat them fairly and with respect.

#### *Performance Metrics*

<b>COUNTY</b>				
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>3 Year Long Term Averages</b>	<b>Difference</b>
<b>Increase Visible Policing</b>	Actual Strength: Police Officers	1,602	1,449	153
	Actual Strength: Police Staff	1,166	N/A	N/A
	Actual Strength: Special Constabulary	193	203	-10
	Actual Strength: Police Volunteers (data from May 2016)	138	127	11
	Funded Strength: Police Officers	1,548	1,444	104
	Funded Strength: Police Staff	1,170	1,037	133
	% of Police Officer Funded Strength available for front line duties*	89.4%	85.2%	+4.2 p.pt
	% of people who agree that they have confidence in police (CSEW)	77.1%	81.1%	-4 p.pt
	**% of people who agree that police deal with community priorities (CSEW)	54.9%	62.7%	-7.8 p.pt

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

\*\*Crime Survey England and Wales (CSEW) data for 12-month period ending March 2020.

## SUPPORT RURAL COMMUNITIES

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As a rural county one of the constabulary's core commitments is ensuring it maintains effective service to rural communities.

Along with its physical presence, the constabulary supports communities with an increased digital and online footprint across social media platforms. It also provides monthly community updates to local parish councils on crime levels and any community-based policing issues. In addition, people are encouraged to subscribe to this newsletter.

The number of subscribers to the newsletter has increased from 1,583 in March 2016 to 2,432 in March 2020. The newsletter is also disseminated by a number of partners through their own networks which include:

- National Farmers Union (NFU)
- Country Land and Business Association
- Diocese of Norwich
- Norfolk County Farmers

The proportion of rural emergencies responded to within target time has fallen somewhat, corresponding to an overall increase in demand and an increase in the volume of immediate (emergency) response (Grade A) incidents. Across the county there have been over 1,000 more emergency response (Grade A) calls in the current 12-month period compared to the long-term average.

The Constabulary has over the last two years seen an increase in officer recruitment to provide more front-line officers and also replace experienced officers who retire or leave the service. All 'new' officers are posted on to patrol teams who provide 24/7 emergency response capability. This growth in recruitment has seen a need for officers requiring response driver training (blue light response). As a consequence, the time on average that it takes from an officer being recruited, becoming effective then undertaking a driver training course, has increased. So, although the overall number of officers on patrol has increased, there has been a subsequent reduction in the number of response trained officers. This is being addressed by increased capacity within the driver training department and a restructuring of how this training is delivered. There has been a review of the initial 'basic' driving accreditation, so officers are available and authorised to drive police vehicles earlier in their career.

Great Yarmouth has stayed relatively stable with responding to rural emergencies within target time. Broadland has experienced the largest decline in rural emergency response rate over the last 12 months. The opening of Broadland Northway has created a new demand for policing across Broadland where previously there was none, this includes responding to incidents and Road Traffic Collisions (RTC's), many of which are classed as emergencies.

The Constabulary continues to use a digital dashboard to bring together data from various police systems to provide an overview of crime and other indicators affecting rural communities. The results are used to direct and task a number of rural policing activities including specific rural preventative patrols targeting potentially vulnerable locations where we have identified a recent change in crime pattern.

One of the innovative ways it is increasing its visibility, especially in rural areas, is by utilising the constabulary's drone fleet. I made developing a drone capability a central priority when I assumed office in line with my commitment to ensuring an effective and efficient police force. This capability offers significant cutting-edge support particularly in tackling rural crime in remote locations where searching or patrolling on the ground can be problematic. Based within the Rural Policing Department and with support from colleagues, the constabulary now offers full time drone support. They also work alongside partners (including Norfolk Fire and Rescue Service) who are able to provide further capability and assistance through training and

operational support. I have authorised additional funding to enable greater increase in the operational use of the drone fleet in terms of enhanced flight durability, capability and usability in adverse weather conditions. Our drones now can offer non-intrusive large area coverage over all terrain including rural communities, coastline and forestry. The increased capability has led to some innovative deployments supporting proactive work and assisting the work of other specialised teams such as firearms to achieve significant results in terms of enforcement and safety.

Significantly, investment has been made in drone capability by placing drones in key strategic locations to allow further resilience from local officers when required. Drone deployment figures show a large increase in requests for live incidents (for example Missing Persons, crimes in progress, information gathering) and also for proactive crime prevention deployments. Drones have been instrumental in a large number of lifesaving deployments including locating a vulnerable missing person who was found unconscious on the beach. The drone team also utilises its capability to support local crime and disorder initiatives/operations; locate and recover stolen plant and machinery, heritage crimes, poaching and hare coursing, wildlife offences, crime prevention and Rave/UME (Unauthorised Music Event) prevention and disruption.

From April 2019 to March 2020 the Constabulary drone fleet flew 1,319 individual flights to support police and partners to respond to a wide variety of reported incidents including concerns for safety, wanted persons searches, missing people searches, Hare coursing, pre-planned events, unlicensed music events and evidential photography. I am proud of our drone capacity.

The Community Safety Team officers have developed their own operational capacity working closely with the Special Constabulary to conduct high visibility patrols in rural hotspot areas. Partnership working is so important to tackling crime and its consequences.

The Community Rural Advisory Group (CRAG) is a joint group of organisations and stakeholders who work together to keep communities safe and deal with issues that affect the wellbeing of the community. Meetings draw together Trading Standards, district councils, NFU, CLA, Diocese, Farm Watch and other key agencies. This allows crime prevention advice and best practice and information on emerging crime types to be effectively disseminated as well as feedback from key groups as to rural crime concerns and national issues.

The Community Safety Team and rural Beat Managers have delivered a number of presentations to local community groups such as the Young Farmers, NFU regional groups, ornithological groups as well as Students at Eastern College. They have seen better engagement with an increase in the size of the team and new technology helping them to deliver greater visibility and more proactive policing footprint in remote areas.

With the ever-expanding digital world and connectivity now available even in the most remote areas of Norfolk, the Constabulary makes extensive use of social media platforms to engage with the community. The electronic Operation Randall newsletter comes out on a monthly basis and currently has 2,848 signed up subscribers. The newsletter gives updates on current crime trends, stolen property, suspicious circumstances along with crime prevention advice and key reports from specialists. A newsletter to the western area more specific to the local needs, is distributed to over 250 subscribers. Subscriptions for the newsletter have increased year on year and continue to see an upward trajectory. A sample of the rural operations undertaken include:

- Op Galileo; - Targeting the illegal act of Hare coursing with teams out several times a month during the season. Working with the rural crime teams of Suffolk, Lincolnshire

and Cambridgeshire along with the Special Constabulary in a co-ordinated approach utilising all the technology available.

- Op Cronos; - The rural crime team's operation for dealing with Heritage Crime and the illegal metal detecting of artefacts and treasure. They utilise their night time visual capability with hand held thermal cameras and night vision drones.
- Op Traverse; - Working with the fisheries and environment agency they operate action days targeting illegal fishing, poaching and damage caused to endangered stocks of fish and wildlife.
- The Constabulary has worked in partnership with colleagues from Suffolk's own rural crime team to target poachers along the country border.
- Targeted Patrols in remote areas focusing in on rural related issues such as hay stack fires and visiting churches in the more secluded areas to prevent heritage crime and lead thefts.
- Significant developments have been made targeting vulnerability, thefts of heating oil investigations and the offer of prevention advice to help protect your tanks. A new checklist has been developed which identifies trends and highlights what makes your tank vulnerable. These findings are helping the Constabulary advise other forces as Norfolk currently holds the National portfolio for fuel thefts.

### ***Scrap Metal***

Working closely with partners the Constabulary has developed Operation Dovecote, a multi-agency response to scrap metal offences and theft of metals. Focussing on prevention, regular visits are completed along with partner agencies at Scrap Metal Dealer sites to ensure that appropriate actions are in place to reduce the incidents of illegal scrap selling. Working at both a local and national level Norfolk has become a recognised leader in good practice. They have introduced a process of staged intervention with traders to ensure that the correct licences and insurances are held to discourage rogue trading in the county and promote licenced and regulated trade.

Increased information sharing and education between departments and teams has led to increased awareness and action being taken to proactively stop offending.

### ***Unauthorised Encampments***

The constabulary's response to Unauthorised Encampments has expanded in 2019/20. A dedicated Unauthorised Encampment officer has streamlined the process involved in managing encampments. The officer has formed some excellent partnership working practices and information sharing agreements have allowed for joint problem solving and engagement initiatives.

Op Stanwick is an agreed county wide protocol that sets the required policing response to unauthorised encampments. This has assisted Norfolk Constabulary to work better with partners and the community in overseeing these incidents.

In turn this offers landowners affected by encampments increased confidence and reassurance. Cross border activities and cooperation have maximised usage of ANPR and other assets where appropriate to predict and prevent incursions.

### ***Raise the Alarm Scheme***

I launched the 'Raise the Alarm' Scheme to protect the lead roofs on our heritage buildings, and support one of the seven strategic aims within the Police and Crime Plan 2016-20. The 'Raise the Alarm' scheme has been a partnership approach to tackling crime and preserving these buildings that form part of Norfolk's heritage. The scheme is supported by the Diocese of Norwich (which covers all Norfolk), The All Churches Trust (part of the Ecclesiastical Insurance Group), Norfolk Churches Trust, the Round Tower Churches Society and Diocese of Ely. I worked with the Bishop of Norwich and the Norfolk Community Foundation to set up

a 'Raise the Alarm' Fund to allow the public to donate to the scheme to protect these buildings. To date this has raised just over £20,000. This project is still running and will end in late 2020. It was hoped that this would have been the summer of 2020 but due to the COVID-19 pandemic it has delayed the installation schedule.

At the end of the project the identified churches (which have been RAG rated: Red, Amber, Green) based on their vulnerability, amount of lead on their roof/flashings etc will have had installation of an alarm system (with cameras) with the reassurance that if an alarm is triggered there is a 24-hour monitoring service that can 'Raise the Alarm' directly with the police when necessary.

#### Performance Metrics

COUNTY				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Support Rural Communities	Number of subscribers to Operation Randall Newsletter	2432	2230	9.1%
	*Number of hours spent on rural policing by Special Constabulary	3072	2389	28.6%
	% of rural emergencies responded to within target time	87.2%	88.7%	-1.5 p.pt

\*Long Term Average from 31<sup>st</sup> December 2016

Support Rural Communities				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
KINGS LYNN & WEST NORFOLK	% of rural emergencies responded to within target time	83.7%	85.3%	-1.6 p.pt
BRECKLAND	% of rural emergencies responded to within target time	88.2%	90.1%	-1.9 p.pt
NORTH NORFOLK	% of rural emergencies responded to within target time	87.4%	88.9%	-1.5 p.pt
SOUTH NORFOLK	% of rural emergencies responded to within target time	87.9%	88.4%	-0.5 p.pt
BROADLAND	% of rural emergencies responded to within target time	86.0%	89.4%	-3.4 p.pt
GREAT YARMOUTH	% of rural emergencies responded to within target time	94.2%	94.0%	0.1 p.pt

\*Norwich does not qualify as a rural location for the purposes of rural emergency response

#### IMPROVE ROAD SAFETY



Nationally the number of Killed or Serious Injury (KSI) collisions has reduced since the 1970's, with substantial reductions between 2006 and 2010. However, since 2016 there has been a rise in KSI and the increases in Norfolk are in line with the national trends. Traffic volumes on the road network are increasing which could account for the increase in this area, along with the adoption in 2016 of better recording of collision data using the Department of Transport CRASH (Collision Recording and Sharing) system.

Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) has recently published a report following a review of Roads Policing in England and Wales. The recommendations and areas for improvement are fully acknowledged and recognised as supportive, by ensuring that Roads Policing benefit from national best practice.

Norfolk's Road Safety Partnership is the multiagency group that works together to look to reduce the risk of injury on the County's road network. A strategic Board with representatives from all partners (including the Police and the Office of the Police and Crime Commissioner) oversee the longstanding objectives and all the agency contributions towards the targets. At this time the partnership is not achieving its goals.

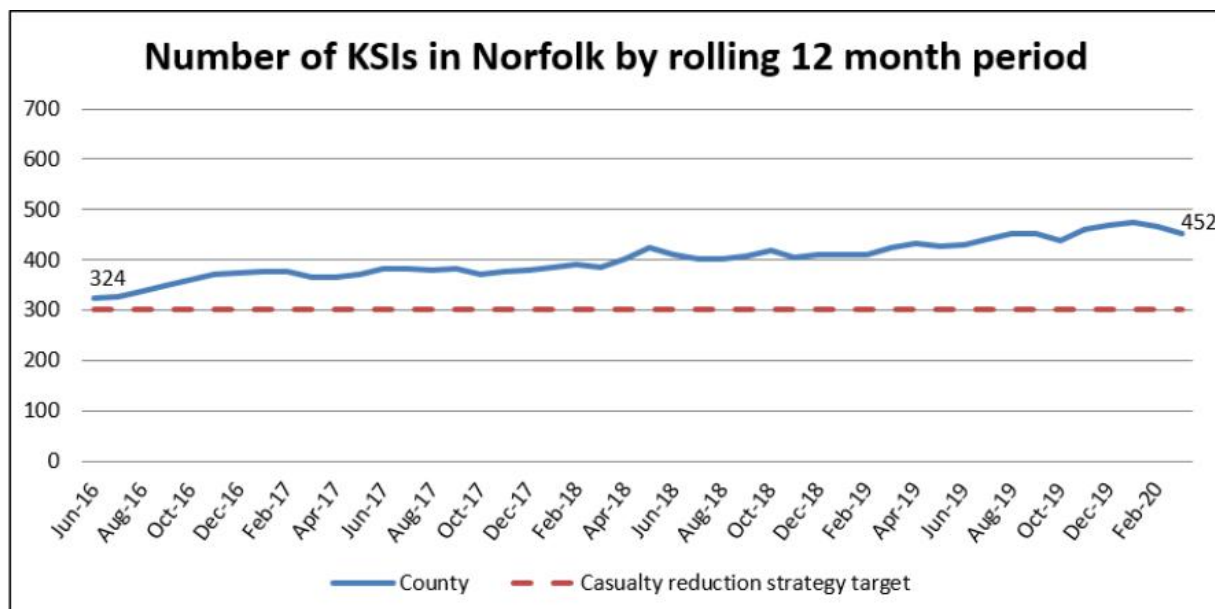
- Objective 1: To reduce the number killed and seriously injured<sup>1</sup> on our county's roads to 310 or less
  - For the financial year 2019/2020 there were 452 KSIs. For the financial year to date (April – June 2020), there have been 70 KSIs on Norfolk roads.
- Objective 2: To reduce the number of motorcyclists killed or seriously injured on Norfolk roads to 74 or less
  - For the financial year 2019/2020, 101 motorcyclists were killed or seriously injured on Norfolk roads. For the financial year to date (April – June 2020), 23 motorcyclists have been killed or seriously injured on Norfolk roads.
- Objective 3: To reduce the number of children killed or seriously injured on Norfolk roads to 22 or less
  - For the financial year 2019/2020, the number of children\* killed on Norfolk roads was zero, with 46 children seriously injured. For the financial year to date (April – June 2020), five children have been seriously injured on Norfolk roads, with zero fatalities.

\*In this case, children comprise of individuals between the ages of 0-16.

The following chart highlights the number of KSIs in the rolling 12-month period since the year ending in June 2016. There is a slow but steady increase in the number of KSIs on Norfolk roads.

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<sup>1</sup> Serious injury is defined as: An injury for which a person is detained in hospital as an "in-patient", or any of the following injuries whether or not they are detained in hospital: fractures, concussion, internal injuries, crushing's, burns (excluding friction burns), severe cuts, severe general shock requiring medical treatment and injuries causing death 30 or more days after the accident. An injured casualty is recorded as seriously or slightly injured by the police on the basis of information available within a short time of the accident. This generally will not reflect the results of a medical examination, but may be influenced according to whether the casualty is hospitalised or not. Hospitalisation procedures will vary regionally.



Number of KSIs in Norfolk by rolling 12-month period vs the casualty reduction strategy

The annual report on road casualties in Great Britain 2017 from the Office of National Statistics indicates that the car and taxi traffic in 2016 increased nationally by 4.8% compared to the 2010-2014 average. For the quarter Jul-Sept 2017, traffic increased by 7% against the 2010-2014 average. A number of major changes to the traffic in Norfolk (through the northern distributor route for example) may also be a factor. The Department of Transport indicates that the motor vehicle traffic in Norfolk has increased by more than 1,000 million miles since 1998<sup>2</sup>. When the number of KSIs is compared to the distance travelled, Norfolk's KSI rate has remained stable since 2013.

Vulnerable road users include pedestrians, cyclists and power two wheelers (such as motorbikes and mopeds<sup>3</sup>). For the financial year 2019/2020 just over 50% of KSIs involved vulnerable road users. Furthermore, a disproportionately high number of motorcycles are involved in KSI collisions. For the financial year 2019/2020, almost 23% of KSIs recorded in Norfolk involved a motorcycle. The number of KSIs involving motorcycles for 2019/2020 was higher than the road safety objective of 74. The Constabulary continues to work closely with partners to protect this vulnerable group. The Road Casualty Reduction Team is a partnership funded team of police motorcyclists in Norfolk who focus on education and enforcement, examples of their activities include the popular 'Safe Rider' workshops for motorcyclists and the 'Close Pass' initiative, where drivers who pass too closely to a plain clothed/unmarked cyclist are shown footage of the incident and receive an input on the dangers.

Our Constabulary have the ability to receive digital video (Dashcam) footage from the public and seek to prosecute where the driving is below the required standard. The process has recently been reviewed resulting in a new IT solution aimed at streamlining the submission and assessment process. A Roads and Armed Policing Team (RAPT) police officer reviews the footage and decides on prosecution before being processed by the Joint Justice Unit.

There are multiple factors that lead to road casualties including behaviour of drivers, riders and pedestrians, distance people travel and external effects such as the weather. Road casualty information is reviewed and analysed on a regular basis to review long-term trends,

<sup>2</sup> Traffic by local authority TRA89 - <https://www.gov.uk/government/statistical-data-sets/road-traffic-statistics-tra>

<sup>3</sup> Powered two wheelers are motor-operated vehicles powered by either a combustion engine or rechargeable batteries. These powered vehicles can be divided into different categories, for example: mopeds, motorcycles (street, classic, performance or super-sport, touring, custom, off-road; scooters; and e-bikes).

to highlight accident cluster sites and to aid multi-agency working through education, enforcement and engineering strategies.

The Constabulary actively support the National Police Chiefs Council (NPCC) and TISPOL<sup>4</sup> campaigns that centre around the 'Fatal 4' offences (the four most common reasons associated with a death on the road, Drink/drug driving, speeding, using a mobile phone, not wearing a seatbelt). The police lead on enforcement campaigns working closely with key partnership members. A Safer Roads monthly meeting considers responses to campaigns and operations. Local campaigns are initiated where specific issues are identified.

The Norfolk Safety Camera Partnership between Norfolk Constabulary and Norfolk County Council promotes the improvement of road safety in the county by working together to deliver driver education courses and enforce speeding offences.

The Partnership has a network of 23 fixed speed camera sites and three average speed systems which is augmented by the deployment of mobile speed enforcement vans and community enforcement officers.

During the year, an additional average speed system was installed on the A149 between King's Lynn (Knight's Hill) and Dersingham going live in February 2020. This is in addition to an average speed scheme on the A17 between King's Lynn and Sutton Bridge and A149 between Potter Heigham and Stalham.

During the period 1 April 2019 to 31 March 2020 the following speed offences were recorded from fixed, average and mobile enforcement compared with the previous year. A reduction in those caught speeding by fixed and mobile sites is viewed as a positive indicator of their effectiveness:

<b>Offences Reported</b>	<b>01/04/2018 - 31/03/2019</b>	<b>01/04/2019 - 31/03/2020</b>	<b>Percentage Change</b>
Fixed Camera Sites	32,246	25,686	-20.30%
Average Speed Cameras	1,970	1,727	-12.30%
Mobile Vans	12,325	12,344	0.15%
Community Enforcement Officers	9,482	9,783	3.20%
<b>Total Offences</b>	<b>56,023</b>	<b>49,540</b>	<b>-11.60%</b>
<b>Disposals</b>	<b>01/04/2018 – 31/03/2019</b>	<b>01/04/2019 – 31/03/2020</b>	<b>Percentage Change</b>
Courses Attended and Completed	30,949	23,147	-25.20%
Fixed Penalty Paid	16,439	14,227	-13.50%
Prosecuted	3,170	3,516	10.90%
Cancelled*	5,465	4,430	-18.90%
Not Yet Completed**	0	4,220	0

\*There are a number of reasons that an offence may be cancelled; for example, an emergency vehicle later found to be exempt, an automatic camera mis-read, a cloned or criminally altered vehicle index, occasions where despite best efforts the driver cannot be traced, admin errors such as no Notice of Intended Prosecution given for a relevant offence or sent outside time limits.

<sup>4</sup> European Traffic Police Network

\*\*Offences detected towards the end of 19/20 were still being processed, e.g. course offers to eligible drivers. On average 22% of drivers detected are not eligible for a course, e.g. had a course in the previous three years.

## **#IMPACT**

I launched the #IMPACT campaign in fulfilment of an election manifesto promise.

I have continued to fund this campaign. It is aimed at reaching young people across Norfolk and educating them around the dangers of the fatal four, whether it is drink and drug driving, not wearing a seatbelt, using a mobile phone behind the wheel or excess speeding.

#IMPACT is delivered at educational establishments across the county; it brings together Blue Light services (Police, Fire and Ambulance) that set up the scene of a road collision and 16 to 18-year olds are taken through the story of a young person who has survived a serious collision.

In 2019 the initiative celebrated its 50<sup>th</sup> event when it travelled to King VII Academy in King's Lynn. This year also seen the #IMPACT campaign hold its first public demonstration, held at the forum in Norwich, which was attended by over 200 people.

The #IMPACT campaign in 2019 engaged with 1,696 young and future drivers to raise awareness of the Fatal 4 and help reduce the risk-taking behaviour that can cause road accidents.

### *Performance Metrics*

<b>COUNTY</b>				
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
<b>Improve Road Safety</b>	*Number of KSI collisions	452	412	9.7%
	Number of KSI collisions involving vulnerable road users	230	207	11.1%

\*KSI figures can often fluctuate due to reclassifications of collisions

## PREVENT OFFENDING

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Norfolk's Reducing Offending Board, chaired by my office's Head of Prevention and Rehabilitation, is a ground-breaking new partnership that places an emphasis on early intervention to prevent individuals, particularly children and young people, from becoming involved in offending in the first place and by working to reduce reoffending amongst those who do offend. Once again, partnership is the key.

The causes of crime are complex. Poverty, parental neglect, low self-esteem, alcohol and drug abuse can be connected to why people break the law. My office recognises that tackling the key issues at the root of offending behaviour requires action on the part of a broad range of agencies.

Norfolk's Reducing Offending Board works in partnership with User Voice, placing the voice of people in the criminal justice system and others on the margins of society at the heart of its work.

CLINKS and other critical friends support local partners in the delivery of Norfolk's Reducing Offending Framework, therefore not only considering the role of the criminal justice sector but the wider role of other statutory, community, voluntary and private sector organisations in preventing and reducing offending behaviour, building upon the excellent work of the Probation Service.

### **Community Chaplaincy**

Community Chaplaincy Norfolk (CCN) was introduced in the county in February 2017 to help those keen to make a fresh start by changing their attitudes and behaviour which previously led to criminality.

The first of its kind in Norfolk, I initially pledged more than £20,000 to allow the Chaplaincy to run for two years before receiving a further £31,800 in February 2019.

The main aim of the scheme is to offer offenders the support and motivation they need to stop them re-offending once released from prison, and to lead a more fulfilling lifestyle within their local communities.

Since its introduction the initiative has seen some 19 volunteer members trained to work with around 72 offenders in prisons including Norwich and Wayland to offer support and guidance for life beyond the prison gates.

### **The success of the scheme can be found in the words of some of its clients:**

*"The most helpful thing about working with my mentor is them supporting me through all of my issues, and I feel safe, because I am with a non-user, someone normal"* – **Male client, aged 27**

*"On my release from prison... I was met at the gate by CCN. It was a cold morning and all I had on was a pair of trackies and a jumper and I was thinking to myself I was better off inside, but by the end of the day I had a full set of clothes and somewhere to live..."*

*"I am now drug free and fighting my battle with addiction in a nicer environment and it's all with the help from the Community Chaplaincy. If it wasn't for them, I truly believe I would be back inside or have a raging drug habit..."* – **Male client, aged 49**

### **Positive Futures**

In September 2019, a new partnership project was launched by Norwich City Community Sports Foundation in a bid to help boost the resilience of young people at risk of child criminal exploitation or in need of a clearer direction in life.

“Positive Futures” has come to fruition thanks to support from the Premier League and Professional Footballer’s Association, the Office of the Police and Crime Commissioner for Norfolk (OPCCN), and Norfolk County Council Children’s Services, and is divided into two strands – ‘Protect’ and ‘Prepare’.

‘Protect’ is a preventative project aimed at 11 to 13-year-olds who show signs of risk such as persistent absence from school, difficult personal relationships, a significant decline in school results or concerns their emotional well-being.

Young people take part in workshops across the 12-week programme within their school or, where appropriate, benefit from 1-to-1 support available from the Foundation’s full-time Protect Officer.

The project also offers support through access to residential experiences and intervention at The Nest – the Foundation’s Community Hub – for those who may need help outside the classroom environment.

‘Prepare’ offers targeted intervention for pupils in Year 10 whose emotional resilience and self-esteem may have been affected by anxiety and stress at a crucial time in their lives.

Similarly, it is delivered over 12 weeks in school with 1-to-1 support, and through residential experiences, however workshops cover time-management and dealing with stress and anxiety, in order to give attendees, the skills and support to cope in stressful periods.

As of 31<sup>st</sup> March 2020, over 150 Young People were engaged in the programme. The success of the scheme can be found in the words of some of the Young People and School Leader’s:

### **Quotes – Young People**

*“Some of the workshops kind of hit home, especially drugs and alcohol”*

*“I’ve learnt to step out of my personal bubble, like doing things in front of other people that I thought I would never do, like reading, I’d have never done that before”.*

*“In primary school and high school, we don’t really learn a lot about drugs, we get told some of the main things, but here they go into a lot more detail”.*

### **Quote – School Leader**

*“Attendance at the online sessions has been really encouraging. We sometimes have 20 students attending and hear that more watch the recording afterwards with their parents. This opens up essential discussions that young people can have in their secure environments i.e. home and school. The attendance at Positive Pathways sessions is more than we have in an academic lesson which shows that our students are extremely interested and engaged in the topics that are covered. We can tell this by the questions they ask”.*

### **Rescue Rehab**

The Rescue-Rehab scheme sees homeless dogs from a local re-homing facility, Meadowgreen Dog Rescue Centre, paired with suitable prisoners at HMP Norwich, who with assistance from a qualified trainer, work alongside the dogs to help boost their social skills.

The project is not, however a one-way process, as many of the 89 prisoners who have been involved in training the dogs and receive certificates in areas of dog handling, training and socialisation, have seen an increase in their confidence, well-being, mental health and self-motivation.

*“As a chaplain, I have regular contact with my prisoners, frequently those with particular challenges, and I am able to relate to those prisoners in a way which is very different from the way other prison staff operate. I have seen a profound transformation in the attitude and outlook of several prisoners who have attended this short course; prisoners who have a reputation for being “difficult” have been less so, prisoners who are usually withdrawn have been more outgoing, and prisoners with mental health issues have been found to be calmer and more settled. My observations have been confirmed by those of the officers and other staff who have day-to-day contact with prisoners. This is not to say that it is a panacea: it is not. But it is a very useful tool in an all-too-sparse toolbox that has real, meaningful, and measurable results. The biggest, indeed the only negative aspect of the service offered by Rescue Rehab is that it only works two mornings per week.”* Father Paulinus Heggs, Managing Chaplain, HMP Norwich

## **WONDER**

The Women Offenders of Norfolk Diversion, Engagement and Rehabilitation (WONDER) scheme started in March 2018 and seeks to help vulnerable women access the services and support required to address the root causes of their offending or risk of offending.

The operating model which is managed by St Giles Trust in partnership with Future Projects, follows a Whole Systems Approach (WSA).

Since its launch, WONDER has worked with 156 women, referred to the project through community policing, police custody, multi-agency early help hubs, health services, victim services and other help and support networks for vulnerable women. A number of women have also self-referred to the project, having heard about it through housing providers, job centres or foodbanks.

Women describe lives that had been largely derailed by domestic/ sexual abuse and having encountered the police because of reporting domestic abuse/ harassment. The factors that contribute to offending behaviour are complex therefore and as such the WONDER scheme undertakes a comprehensive assessment of a woman and takes a holistic and coordinated approach to accessing and providing support as well as asking the women to identify their own needs/ priorities.

*“From day one, my link worker has been my rock. She always listened and never judged me. Before I met her, I was a mess and giving up on life. Now, because of everything she has done for me, I have become the best person I can be and I can’t thank her enough.”* (WONDER client)

Women report several benefits that they have derived from the WONDER scheme: These include:

- More confidence in dealing with financial and administrative matters; and facing up to issues that needed dealing with
- Beginning to address trauma
- Better able to keep appointments
- Better financial stability
- More confidence in getting out and about

- Better self and domestic care and renewed interests in hobbies, vocational pursuits (including an interest in voluntary work) and ultimately, employment
- Reduced substance misuse (better strategies for dealing with difficulties)
- Reduced likelihood of reoffending, across a range of offence types

This year WONDER was shortlisted for a Community Award by the Howard League of Penal Reform. The annual awards celebrate the country's most successful community projects which encourage desistance from crime and keep people out of the criminal justice system by providing other proportionate, effective interventions to help reduce the risk of reoffending.

### ***Gateway to Employment***

The Education, Training and Employment pathway is regarded as one of the primary pathways to prevention of offending and rehabilitation and therefore a great deal of focus has been placed on this area by both partners and my office.

The Gateway to Employment (GtoE) initiative is an innovative partnership between my office and the Department of Works and Pensions (DWP), which is designed to;

- demonstrate the economic value to employers of employing prison leavers to fill skills and labour shortages
- work with employers to break down the cultural and structural barriers to employing prison leavers in their organisations
- offer Gateway to Employment jobs, to demonstrate to job seekers with an offending history that they will not be stigmatised and adversely treated
- provide ongoing advice and support to employees and prison leavers to enable a sustainable employment contract and a productive employment relationship to be maintained
- reduce levels of re-offending through the positive benefits of work
- reduce dependency on state benefits.

The GtoE project is managed by a board, including Norwich Prison, representatives of the DWP, Probation Service and the Community Rehabilitation Community, local employers and people with lived experience and is chaired by PCC Lorne Green.

GtoE has already been successful in securing job opportunities for people with an offending history and more details can be found at [www.gtoe.co.uk](http://www.gtoe.co.uk).

### ***Norfolk's Youth Offending Team (YOT)***

The YOT is a partnership of local experts from policing, health, children's services and probation whose aim it is to prevent children and young people from offending, helping them to restore the damage caused by their actions and achieve their potential.

My office provides annual funding of £114,000 to the YOT to fund activity to reduce the number of Norfolk youngsters entering the criminal justice system for the first-time, re-offending and receiving custodial sentences.

Norfolk's approach to tackling youth crime has delivered some real success in recent years as the number of Norfolk youngsters entering the criminal justice system for the first time reached an historic low last year. Over the last three years, there has also been a steady reduction in the number of young people receiving custodial sentences.

### ***Performance Metrics***



COUNTY				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	1,645	1,516	8.5%
	*Number of Personal Property Crimes	12,664*	12,331	2.7%
	Number of Hate Crimes	1,105	1,148	-3.7%
	Serious Sexual Offence Crimes (SSO)	2,348	1,944	20.8%
	Number of Domestic Abuse Crimes (DA)	11,417	8,801	29.7%
	Number of Online Crimes	1,551	1324	17.1%
	Number of Robbery Crimes	438	451	-2.9%
	Number of Violence with Injury Crimes	7,265	6,757	7.5%
	Number of Rural Crimes	449	420	6.9%
	Number of first-time entrants to the criminal justice system per 100,000**	204	303	-99

\*Personal property crimes include the following crime types:

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

\*\*Long term average is generated from 3 years of YOT data with a timeframe of Oct 15 – Sept 18.  
Last 12 months of data is Oct 18 to Sept 19.

KING'S LYNN & WEST NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	274	234	17.1%
	Number of Personal Property Crimes	1,849	1889	-2.1%
	Number of Hate Crimes	131	136	-3.7%
	Serious Sexual Offence Crimes (SSO)	331	268	23.5%
	Number of Domestic Abuse Crimes (DA)	1,714	1,322	29.7%
	Number of Online Crimes	268	214	25.2%
	Number of Robbery Crimes	46	52	-11.5%
	Number of Violence with Injury Crimes	1,055	1,017	3.7%
	Number of Rural Crimes	113	108	4.6%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

BRECKLAND				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	269	221	21.7%
	Number of Personal Property Crimes	1,677	1633	2.7%
	Number of Hate Crimes	124	122	1.6%
	Serious Sexual Offence Crimes (SSO)	324	256	26.6%
	Number of Domestic Abuse Crimes (DA)	1,496	1,105	35.4%
	Number of Online Crimes	207	185	11.9%
	Number of Robbery Crimes	37	30	23.2%
	Number of Violence with Injury Crimes	938	891	5.3%
	Number of Rural Crimes	85	98	-13.3%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

NORTH NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	147	178	-17.4%
	Number of Personal Property Crimes	925	826	12%
	Number of Hate Crimes	55	58	-5.1%
	Serious Sexual Offence Crimes (SSO)	198	193	2.6%
	Number of Domestic Abuse Crimes (DA)	922	662	39.3%
	Number of Online Crimes	137	116	18.1%
	Number of Robbery Crimes	14	11	27.3%
	Number of Violence with Injury Crimes	512	456	12.3%
	Number of Rural Crimes	74	65	13.8%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

SOUTH NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	154	169	-8.9%
	Number of Personal Property Crimes	1,414	1271	11.3%
	Number of Hate Crimes	84	99	-15.2%
	Serious Sexual Offence Crimes (SSO)	273	227	20.3%
	Number of Domestic Abuse Crimes (DA)	1,186	862	37.6%
	Number of Online Crimes	143	146	-2.1%
	Number of Robbery Crimes	17	23	-26.1%
	Number of Violence with Injury Crimes	690	568	21.5%
	Number of Rural Crimes	81	67	20.9%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

BROADLAND				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	162	141	14.9%
	Number of Personal Property Crimes	1,308	1068	22.5%
	Number of Hate Crimes	93	100	-7%
	Serious Sexual Offence Crimes (SSO)	220	168	31%
	Number of Domestic Abuse Crimes (DA)	1,151	849	35.6%
	Number of Online Crimes	137	134	2.2%
	Number of Robbery Crimes	17	19	-10.5%
	Number of Violence with Injury Crimes	597	599	-0.3%
	Number of Rural Crimes	70	60	16.7%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

NORWICH				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	330	295	11.9%
	Number of Personal Property Crimes	3,475	3363	3.3%
	Number of Hate Crimes	449	448	0.2%
	Serious Sexual Offence Crimes (SSO)	595	503	18.3%
	Number of Domestic Abuse Crimes (DA)	2,763	2,279	21.2%
	Number of Online Crimes	291	262	11.1%
	Number of Robbery Crimes	229	234	-2.1%
	Number of Violence with Injury Crimes	2,165	1,987	9.0%
	Number of Rural Crimes	3	2	50%
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

GREAT YARMOUTH				
Area	Indicator	Last 12 months	Long Term Averages (3yrs)	Difference
<b>Prevent Offending and Rehabilitating Offenders</b>	Number of Child Sexual Abuse Crimes (CSA)	267	236	13.1%
	Number of Personal Property Crimes	1,879	1965	-4.4%
	Number of Hate Crimes	157	174	-9.8%
	Serious Sexual Offence Crimes (SSO)	351	279	25.8%
	Number of Domestic Abuse Crimes (DA)	2,043	1647	24%
	Number of Online Crimes	324	246	31.7%
	Number of Robbery Crimes	73	80	-8.8%
	Number of Violence with Injury Crimes	1,245	1,192	4.4%
	Number of Rural Crimes	14	14	0
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.		

The long-term average for the number of crimes is a three-year average. This is used to smooth out seasonal variance and to avoid exceptional years in crime recording. However, the way we obtain data with respect to certain crime types (such as child sexual abuse, hate crimes, online crimes and rural crimes) makes comparisons with historical data difficult. Since October 2015, Norfolk and Suffolk have used a system to record crimes called Athena. This allows officers and staff to add keywords (such as Child Sexual Abuse, rural) to crimes to help categorise them for performance reporting, and we are now able to report on long term averages for all crime types. In some instances, however, historical data are still not available for certain categories of crime due to the constant evolution of the National Crime Recording Standards.

Whilst personal property crime has seen a small increase in recorded numbers it is the significant rise in crimes most frequently perpetrated against vulnerable victims where the Constabulary has most concern. The nature of Child Sexual Abuse, Serious Sexual Offences and Domestic Abuse crimes are such that victims are disproportionately likely to be vulnerable to further offences and to find it harder to recover from their experience of being a victim. This adds a layer of complexity to the investigation even when the suspect is known. The effect on the victims of these types of very personal crimes mean more time is spent building up their trust so they can have confidence in the police investigation, and repairing the damage done by the offender whatever the criminal justice outcome. The work is discreet and not immediately visible to the public and rightly so, but those affected need that important investment in their support.

The number of recorded domestic abuse crimes has gone up by 29.7% in the last 12 months against the long-term average. It is now the case that very nearly a quarter of recorded crime in Norfolk is a consequence of domestic abuse. Some of this increase is a consequence of changes in recording practice but a proportion is a combination of a continued improvement in willingness to report and a genuine increase in prevalence. This is in line with national domestic abuse trends and the causal factors are similarly believed to be national. When the crime and incident numbers are combined, the overall demand caused by domestic abuse is increasing as is the local focus on those who cause it. It has long been the case that the arrest

of high-risk offenders is a daily priority and recent changes to force policy have seen specialist oversight applied to all such cases at an early stage.

A great deal of work has been carried out by Norfolk Constabulary, the Office of the Police and Crime Commissioner and a range of partners over recent years in relation to safeguarding victims of domestic abuse. Whilst this work continues further measures are being introduced to not only seek prosecutions for those who perpetrate domestic abuse but to also seek to address the underlying behaviours of those who do so. One element of this work is the introduction of a pilot for a scheme known as Project CARA, which aims to introduce Conditional Cautions tied to compulsory workshop attendance to address domestic abuse offending behaviour in appropriate cases. During 2019-20 the preparation work in order to safely roll out the scheme has been developed. Whilst COVID19 delayed roll out the aim is to commence the pilot in October 2020. A further element is a piece of work that is currently underway to address those high risk repeat domestic abuse offenders who simply move from partner to partner when measures are put in place to safeguard their victims. The methodology will be similar to the management of Registered Sex Offenders and will use a range of measures to identify and disrupt their offending behaviour whilst also seeking to address the underlying reasons that leads them to repeat their pattern of offending.

Serious Sexual Offences include crimes of rape and other serious sexual offences, such as sexual assault. Norfolk has experienced a significant increase of reporting of +20.8% in these crime types, again following similar trends nationally, but this rise is likely to reflect better recording practices and greater willingness to report offences over the long term as well as, potentially, greater prevalence overall. These figures include offences involving child-on-child offending, reporting of non-recent events and third-party reports. According to the Crime Survey of England and Wales, the number of police recorded crimes has not yet caught up with the survey results and it is likely that the increase seen will continue to rise. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime. In the last 12 months this has included the creation of additional supervisory posts to ensure that investigations into this form of criminality are carried out to the highest possible standard with an early focus on the issues which we know will be critical once cases come to court.

With regards to Child Sexual Abuse, it is clear that with increased reporting of both recent and non-recent offences and greater levels of peer-on-peer offending taking place online that there is an upward trend. This changing face of crime has been well documented within the Norfolk 2020 work and the Constabulary has allocated greater resources to maintain service levels in these expanding areas. The development of the new investigation model, as evidenced by the imminent opening of a new Investigations Hub at Swaffham will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.

Norfolk Constabulary has a high performing Public Protection Unit (PPU), whose role is to manage all of the Registered Sex Offenders (RSOs) who reside in Norfolk. The work of the PPU is designed to manage the risk that RSOs present to the public and to prevent further offending. In the last year the Constabulary have taken the innovative step of introducing a Polygraph Team into the PPU, consisting of three trained and accredited polygraph operators. Whilst polygraph cannot be used for evidential purposes it is an extremely effective risk management tool. Its introduction to Norfolk has led to the discovery of several previous unknown offences and has uncovered an escalation in risky behaviour or thought patterns in a number of RSOs that has allowed for early intervention.

Better recording standards are believed to have influenced the 7.5% increase in offences of violence with injury compared to the long-term average. The majority of offences in this crime category are lower level assaults (the most common is Actual Bodily Harm) and this trend has been seen nationally. The majority of these assaults are investigated by officers within the County Policing Command who on average have less service than those in the CID. To support these officers the force has delivered a comprehensive training and improvement plan to give them the skills and knowledge they need to deliver effective investigations for the public.

Robbery has decreased by -2.9% from the long-term average. It is the case that overall numbers of offences are relatively small and we should be wary of over-interpretation, especially outside of Norwich. It is nevertheless true to say that a focus on street-based offending linked to County Lines enforcement may be a factor in the marginal reduction seen in the city.

Personal property crimes include the following crime types:

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

Regarding Personal Property crimes, of note is that theft of motor vehicle has increased by 10.4% in the last 12 months compared to the long-term average. This should be seen in the context of a preceding long-term decline but does represent a shift in offending patterns towards higher-value vehicles and more organised offending groups. In particular, an increase in vehicle thefts where technology is being used to disable security is being attributed to criminal groups known to be operating across Norfolk, Suffolk, Essex, Kent and Cambridgeshire. A joint operation across Norfolk and Suffolk in 2019 led to the identification of a specific organised crime group targeting a specific brand of van. Police enforcement against the crime group led to the arrest of offenders and the disruption of their criminal activity.

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

Operation Moonshot continues to go from strength to strength with teams now active across the force area. Their targeted use of intelligence-led targeting of vehicle-borne criminals has been reported before but was recognised in November 2019 with the granting of a 'World Class Policing Award' at a ceremony in central London.

Operation Gravity has been a sustained effort since November 2016 to prevent County Lines drugs offending in Norfolk, although enforcement efforts have stretched far beyond the county boundaries to capture those exporting miseries to our county from London or other major cities. Many hundreds of warrants have been executed alongside an equivalent number of search operations on vehicles and suspected offenders on foot in urban areas. The constabulary continually monitors intelligence on county lines groups as they emerge and officers are tasked to disrupt them before offenders can gain a foothold in Norfolk. Most recently the force has been praised nationally for its work with the Metropolitan Police Service to identify offenders who control dealer lines in Norfolk without themselves being involved in

street-level dealing. Tackling this tier of criminals is vital to interrupting the exploitation of vulnerable individuals who are forced in to running drugs or harbouring dealers and the lessons learned through our work with the Metropolitan Police Service (MPS) are being embedded locally as well as shared as national best practice.

First time entrants (FTE) into the Criminal Justice System is a measure that is expressed per 100,000 population of Norfolk's 10-17-year olds. The number of 10-17-year olds entering the criminal justice system continues to fall. This has reduced to 204 per 100,000 for the last 12 months from a three-year average of 303. There could be a number of reasons for this reduction. The use of safer schools' officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. In addition to this, there are a number of diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process, including Community Resolution. There is also a greater understanding that a number of children committing crimes have wider vulnerability issues which may be causing the criminality. For these situations, a multi-agency approach through contextual safeguarding at home, school and in the community is more suitable than the criminal justice route.

However, from a comparative perspective, the latest Norfolk figure of 204 per 100,000 is higher than the Eastern Region (168) although slightly below the average for all England and Wales (219). There remains further work to do to reduce the FTE figure further.

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

The introduction of the 'C4C' Challenge for Change triage system in June 2015 by the Youth Offending Team (YOT) working with the Constabulary targeted the diversion of first-time entrants and has been a key point in securing a reduction in FTEs. C4C triage means that when a young person is arrested by the police their case is reviewed and if assessed by YOT as suitable for an intervention to prevent them entering the criminal justice system they are engaged on the C4C scheme. It is a prevention strand from the YOT which delivers short interventions to divert young people from cautions or court appearances and is an enhanced benefit provided by the Norfolk YOT throughout the county and follows good practice examples promoted by the Youth Justice Board. The intention is to prevent a young person from becoming a first-time offender and potentially reoffending. Prevention programmes are offered to families experiencing difficulties with their children where the YOT can offer support.

A supplementary pilot scheme has also been introduced in the Norwich District with the establishment of a diversion panel involving a YOT manager and a police officer reviewing relevant cases, for example where a youth caution is being considered, to assess whether a diversion option is likely to be more effective or whether a youth caution / conditional caution or court appearance are necessary and appropriate. The emphasis of the diversionary approach is to ensure that young people are not unnecessarily criminalised and to prevent future offending.

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## **SUPPORT VICTIMS AND VULNERABILITY**



### **Early Intervention Youth Fund:**

The OPCCN during 2019/20 managed the second year of a £2 million programme, supported by £700k of funding, awarded in November 2018, from the Home Office Early Intervention Youth Fund (EIYF). The programme is multi-agency; with strategic leadership from the Norfolk Constabulary and Norfolk County Council Children's Services and has directly impacted on transforming the approach to child exploitation in Norfolk.

Norfolk's bid was founded on three main components, the creation of a Multi-Agency Child Exploitation Team (MACE), development of early intervention and community resilience by awareness raising and early identification of those at greatest risk and providing specialist support and pathway out programmes.

In total, six project streams were developed by the OPCCN, in collaboration with partners focusing on:

- Provision of high-quality support and advice to young people who are at risk of criminal involvement
- Improved local, multi-agency partnership working
- Reduction in harm caused by serious violence
- Reduction in prevalence of serious violence.

### **MACE Team**

The MACE team's work focused on those at risk of becoming subject to exploitation and puts in place intervention and support for individuals, families and the wider community. The partnership continues to work together to enhance and develop operational processes to identify and manage child exploitation in Norfolk which is cognisant of the risk levels of a CYP whilst agencies support and offer intervention solutions.

[In November the Multi-Agency Criminal Exploitation \(MACE\) Programme Board was shortlisted as a finalist for the World Class Policing Awards in London.](#)

### **Detached Youth Work**

Specialist detached youth workers focused on building relationships with those vulnerable to exploitation in the Norwich area who are not known to other services. Three youth workers were active in Norwich for 12 months from April 2019, working in 12 separate locations across the city centre and urban housing estates. Detached youth workers (DYW) through regular communication with police, the Youth Offending Team (YOT), other EIYF streams, the Operational Partnership Team (OPT) and interactions with Norwich community members, responded to a dynamically fluid landscape of risk and vulnerability. This key partnership work and having local knowledge of children and young people (CYP) were key to identify public spaces where young people at risk of child criminal exploitation gathered.

In total youth workers engaged with approximately 2,598 young people with the majority ranging from 12 to 21 years old.

Group conversations were a key part of the DYW approach. The young people described experiences of bereavement, parental domestic violence, bullying, school exclusion, being both victims and perpetrators of crime, gender issues, drug and alcohol use, and being assigned social workers under the category of neglect.

Youth workers did group mapping activities with young people, where they pointed out areas they felt safe and unsafe, and made individual safety plans where necessary. They planned and participated in several activities including an allotment project, playing basketball and other sports, climbing at OPEN, residential trips and day outings. Young people were also signposted to other services for support and ideas on activities they could do. They were encouraged to demonstrate their understanding of risk, identify times they had made

themselves safe, plan and take part in positive activities, and demonstrate prosocial behaviours to each other and their environment such as keeping the public spaces they used tidy.

## **Family Support Practitioners**

Family support practitioners with specialist knowledge in relation to child criminal exploitation have worked alongside the MACE team during the EIYF funding period. The FPW have offered a whole family support approach to 74 young people and their families who are at risk of, or affected by child criminal exploitation in the Norwich area.

Family practitioners' feedback from young people and parents on what was good about the intervention, and what changes either to the programme or in their wider lives would improve their circumstances. Overall young people valued being listened to and having a trusted adult to turn to. Adults similarly developed trusted relationships with the FPWs, citing their reliability, professionalism and helpful explanations of safeguarding processes.

### **Young people feedback:**

- "I feel like I can talk to you about anything."
- "You listen to me."
- "I trust that you won't stitch me up. But you will help me."
- "You see that I'm not a bad kid. But I have had bad stuff happen. Made some wrong choices and you have tried to help me understand what that means."
- "You have helped me to want to do stuff with my life, and to become a positive role model for my brother and my baby."
- "You let the other professionals hear what I'm trying to say."

### **Parents feedback:**

- "You are the only person that my son has connected with and developed a relationship with."
- "You are the only professional I can vent at safely."
- "I trust you, and you are always there. And you are honest."
- "I will call you first before I call other professionals as it feels safe calling you."
- "You get me and my kids. You were made to do this job and it's clear that you care about what you do."

The FPW project provided a consultation and awareness-raising service to frontline staff across the whole of Norfolk. They delivered training sessions to professionals working with children to inform them about CCE and County Lines, and how to recognise and respond to risk. A total of 362 delegates attended the training sessions, with the aim that they would cascade the information to their colleagues.

## **St Giles SOS+ Programme**

St Giles Trust SOS+ project<sup>5</sup> continues to be delivered across Norfolk, delivering targeted preventative sessions to school children, parents and teachers, with intensive 1-2-1 support for those deemed as at high risk to exploitation.

The programme gives children, parents and professionals the tools they need to make informed decisions regarding child exploitation. This programme has been vital in helping

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<sup>5</sup> The St Giles Trust received £89,028 under the Hidden Victims' Fund and a further £87,737 under the Home Office's [Early Intervention Youth Fund](#) to run the three-year project which aims to provide 120 preventative sessions to around 8,600 schoolchildren in Norfolk.

young people see the real consequences of taking the wrong path in life and the programme continues to encourage as many parents as possible to take part.

Intensive one to one support is also offered for those deemed at high risk and awareness raising sessions delivered to parents and teachers.

Over 4,000 pupils, parents and teachers have so far taken part in initiative which is led by ex-offender and former boxer Earl Ling.

### **SOS+ Deliveries in schools**

Below is an extract of feedback received from the students in reference to the SOS+ delivery in schools and what the young people enjoyed the most from the presentation is as follows:

- *'It made me have an insight to what actually happens and that it is dangerous'*
- *'The man's experiences. His courage to speak about his past experiences'*
- *'I enjoyed that fact that it wasn't sugar coated'*
- *'We got the opinion of someone who has been affected'*
- *'The brutal, honest truth'*

### **Pathways Out Programme**

Pathways out Programme delivered by Mancroft Advice Project delivered 1-2-1 mentoring to over 40 young people aged 17 and under in Norwich who were identified as being vulnerable to criminal exploitation. Mentors worked to build confidence and skills in the young people, providing positive educational and work experiences and raising ambitions, helping them onto an alternative path, dealing with anxiety, anger, education challenges, improving school attendance

The project three key aims:

- To improve young people's knowledge of County Lines and how to notice the initial signs of grooming
- Improve young people's relationships with others – both peers and caregivers
- Improve young people's attitudes towards learning

### **Feedback from young people**

Quotes from young people indicate a positive impact of the Pathways Out project on them, in particular citing a reduction in feelings of violence and aggression, and feeling increasingly confident about opening up and talking about issues they are experiencing.

- "Coming to these sessions has helped me stay out of trouble."
- "I can speak out more, instead of keeping things to myself."
- "It's a place where I can let myself go."
- "I am more confident talking about how I feel, it's helped me understand and think about how I react to things, it's helped me slow down when I'm angry."
- "My head is in a lot better place, I've goals now, I've got a purpose."

The Momentum organisation successfully increased the understanding and knowledge of child criminal exploitation within the voluntary, community and social enterprise sector. By providing information and training to VCSE organisations, Momentum worked to improve joint working and increase the county's capacity to prevent CCE and support those affected.

Due to the overwhelming feedback from organisations Momentum will continue to deliver their child exploitation presentations going forward as part of their business as usual. Although this EIYF project funding ceased in March 20 this does not mean the workstreams have ceased.

These projects highlight all that is good about partnership working – bringing together organisations from all sectors to tackle the issue from root to branch, and pooling skills, resources and expertise from across the county.

Those workstreams identified as best practice and vital for early intervention have been supported to become business as usual for the organisations and/or been developed to enhance the offer of response to children and young people (CYP) at risk of or subject to child exploitation. As a partnership we are much better placed to disrupt the activity of those who seek to exploit our young people, by building their resilience, safeguarding and showing our young people that their future can be so much brighter.

My office has ensured, through Hidden Victims funding, the work of St Giles SOS+ remains in place for a further 2 years past the life of the Home Office Funding.

### ***Commissioning of Victim Services:***

Under the Ministry of Justice Victims Fund, each PCC is responsible for commissioning services that support Victims of Crime. I have no higher duty than to support victims of crime. This funding covers a victim assessment and referral service and specialist and non-specialist services. There are six services that are commissioned by my office under this Fund for the financial year 2019/20, these are:

- The Norfolk and Suffolk Victims Care Service – provided by Victim Support
- High Risk County Independent Domestic Violence Advisor Service (IDVA) - provided by Leeway Domestic Abuse and Violence Services
- Specialist Support for Victims of Sexual Abuse, and Historic Cases of Child Sexual Abuse – provided by The Sue Lambert Trust
- Restorative Justice Service – Provided by Norfolk Constabulary (joint service with Suffolk Constabulary)
- Victim Scam Service (which is reported separately within this document) – provided by Victim Support
- Supporting Organisational Development and Capacity Building for the Third/Charity Sector – The Daisy Project

Outcome reporting for this fund is carried out twice a year covering April-September and then via an end of year report. The reporting is carried out through a standardised outcome matrix provided by the Ministry of Justice and covers outcomes for each service as well as financial reporting. It is only when the mid-term report has been signed off as satisfactory by the MoJ that the OPCCN will receive its final grant instalment.

### **The Norfolk and Suffolk Victims Care Service**

Norfolk and Suffolk Victims Care Service is a jointly commissioned service by the Norfolk and Suffolk offices of the Police and Crime Commissioners; the service provider is Victim Support.

This service delivers an assessment and referral service to all victims of crime and, once triaged, if a victim requires a support service to enable them to cope and recover from the effects they will be provided with a Case Manager who will deliver practical and emotional support or refer into a specialist service if appropriate.

Case Managers support a wide range of victims who have been affected by crime and this can include crimes such as burglary, scams, hate crime, domestic abuse, sexual violence, criminal damage, arson etc. Case Managers have the appropriate skills to support those that fall within the 'enhanced support category' which include those who are persistently targeted, victims over 70 years or with mental health issues, domestic abuse victims and children and young people.

The service is free of charge, confidential and can be delivered to any victim of crime whether the crime has been reported to the police or not.

The table below reports on the number of referrals that the service has received (Norfolk figures only) and a breakdown of which support the victim has received support for as reported under the Victims' Fund.

**Total number of referrals for the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020**

Norfolk & Suffolk Victim Care (Norfolk figs only) Delivered by Victim Support		Total number of valid referrals to support services
Crime Type	Sexual Violence	448
	Domestic Abuse	2401
	Restorative Justice	0
	Road Crime	29
	Terrorism	0
	Families bereaved by Homicide	1
	Child Sexual Exploitation/Abuse	118
	Child Criminal Exploitation	0
	Other services for victims of crime	18641
	<b>Total</b>	<b>21,889</b>

**High Risk County Independent Domestic Violence Advisor Service (IDVA)**

This service is a specialist Domestic Abuse Services for victims who are deemed as High Risk. This service is delivered by Leeway Domestic Abuse and Violence Services and covers the county footprint by providing 14 x FTE IDVA's and 1 x PTE Administrator.

Within the service there are three court IDVA's who support victims at court. There is Specialist Domestic Abuse Court held every Tuesday at the Magistrates in Norwich and 'cluster' courts each week in Great Yarmouth and King's Lynn.

This service also provides support for victims working alongside Police Officers within the Safeguarding and Investigation Directorate under the Domestic Violence Disclosure Scheme (DVDS). This is also known as 'Clare's Law' and gives women the right to know if a partner has a history of domestic violence.

**Total number of referrals for the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020**

Specialist Domestic Abuse Services High Risk IDVA Service Delivered by Leeway Domestic Abuse and Violence Services	DV Domestic Abuse	TOTAL
Total number of valid referrals to support services	2338	2338

**Specialist Support for Victims of Sexual Abuse, and Historic Cases of Child Sexual Abuse**

Specialist support for Victims of Sexual Abuse, including Historic Cases of Child Sexual Abuse is provided by the Sue Lambert Trust for men and women who are aged 11 years+.

Under this commissioned service, services are provided free of charge to victims/survivors of sexual abuse. The Trust offers a range of services that include one to one counselling, support and group work. Sources of support and information are also available through their website and a blog. [www.suelamberttrust.org](http://www.suelamberttrust.org).

Historic cases of Child Sexual Abuse still remain to be the Trust's largest case work with victims/survivors often needing in-depth support from additional issues such as poor mental wellbeing/health, substance misuse and alcohol problems. Every victim/survivor has an initial assessment and pending this assessment is allocated a counsellor with the appropriate skills, knowledge and qualifications. Pending the client, counselling could take up to a year and in some cases beyond. The Trust use CORE-10 as an assessment tool to assess the client's journey. CORE stands for "Clinical Outcomes in Routine Evaluation" and the CORE system comprises tools and thinking to support monitoring of change and outcomes in routine practice in psychotherapy, counselling and any other work attempting to promote psychological recovery, health and wellbeing.

The Trust work to the BACP Ethical Framework (British Association for Counselling and Psychotherapy), in brief this covers three main areas:

- **Commitments to clients** – provides a summary of working to professional standards and building an ethical relationship
- **Ethics** - specifies the values, principles and personal moral qualities that inform work and underpin supervision
- **Good Practice** – considers the application of our commitment to clients and ethics in our practice

#### Total number of referrals for the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020

Specialist Support Services for Victims of Sexual Abuse Delivered by the Sue Lambert Trust	SV Sexual Violence	DV Domestic Abuse	CSA/CSE Child Sexual Abuse / Child Sexual Exploitation	CCE Child Criminal Exploitation	Other	TOTAL
Total number of valid referrals to support services	21	9	87	4	0	121

#### Restorative Justice Service

Restorative Justice (RJ) is a victim-centred approach which brings those harmed or affected by crime or conflict and those responsible into communication. It allows the victim to explain the impact of the harm caused, describe the consequences and ask questions they feel may help them begin to recover. It allows the offender to take responsibility for their actions, offer an explanation and take steps to repair their harm. Restorative Justice happens through safe communication, either directly or indirectly, via a trained facilitator. Restorative Justice is a voluntary process and for it to take place both parties must be willing to consent and the offender must admit wrongdoing. Research shows that Restorative Justice can help people who have experienced crime to move on with their lives and help the offender to reduce the frequency of reoffending.

My office is required to provide victims of crime with access to a Restorative Justice Service under the Code of Practice for Victims. This service is provided by Norfolk Constabulary and is a joint service with Suffolk Constabulary. Alongside the provision of a RJ Coordinator and a RJ Administrator, the funding aims to create a network of RJ Practitioners and Ambassadors

across the constabulary to promote cultural change within the organisation regarding the use of RJ. Individuals can self-refer to the service or professionals from a range of agencies can make a referral on behalf of a victim or offender, as long as they have their consent. Once a restorative process has been completed, an outcome agreement might be reached and drawn up; support to complete this and support for individuals can continue after the process for as long as required. Facilitators may also signpost you to other agencies for different services.

#### **Total number of referrals for the period 1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020**

<b>Restorative Justice Service Provided by Norfolk Constabulary</b>	<b>RJ Restorative Justice</b>	<b>TOTAL</b>
Total number of valid referrals to support services	60	60

#### **Supporting Organisational Development and Capacity Building for the Third/Charity Sector**

As outlined within our Grant Agreement for the Ministry of Justice Victim's Fund and in support of the Police and Crime Plan, my office seeks to build capacity and capability of providers of support services for victims of crime within the Voluntary, Community and Social Enterprise (VCSE) sector.

The Daisy Programme is a registered charity supporting men and women living with or who have been affected by Domestic Abuse within the Breckland District of Norfolk. They offer free support and help through a variety of platforms including the Freedom Programme, My Confidence Courses, 1-2-1 support and drop in support groups.

Our development grant with the Daisy Programme aims to enable the charity to continue to deliver specialist support to victims of domestic abuse and support the Daisy Programme's future sustainability by giving the organisation the capability to develop. This has been achieved by funding 1 x PTE Fundraising and Marketing Officer and 1 x PTE Administrator. This support has enabled the Project Manager to focus on the Daisy Programme's strategic progress and development to review and enhance policies, training, recruitment, referral pathways and plan for future sustainability.

The dedicated focus of the role of the Fundraising and Marketing Officer supports this aim and helped to raise the profile of the programme within both Breckland and the County. Additional capacity has helped when researching funding opportunities, writing grant applications to charitable trusts and statutory bodies, building relationships with major donors and attending appropriate meetings pertinent to funding opportunities.

#### **General Terms and Conditions of the Victims' Fund Grant Agreement**

Under the Ministry of Justice (MoJ's) Victims Grant, each OPCC within their Grant Agreement consents to ensuring that the victim's services that they commission are compliant with these terms and conditions.

Within Annex 2 (The Activities) of the MoJ Grant Agreement are listed the Aims and Objectives of the Activities that have to be adhered to and the key documents from where these objectives are taken from to ensure that victims of crime have access to a broad range of support services, to help them cope with and, as far as possible, recover from the effects of crime.

All activities must comply with the requirements of the Victims Code or Victims' Directive, or any Domestic Law which replaces the Victims' Directive following the UK's exit from the European Union and must:

- Meet the support needs of the victim/s
- Act in the interest of the victim/s supported
- Be free of charge

- Be confidential
- Be non-discriminatory (including being available to all regardless of residence, status, nationality or citizenship)
- Be available whether or not a crime has been reported to the police and
- Be available before, during and for an appropriate time after any investigation

## **Activities**

The recipient must ensure that unless otherwise approved in writing by the MoJ in advance the Grant is used only for the following purposes:

- Providing or commissioning Support Services for victims of crime (as defined in Article 2 (1)(a) of the Victims' Directive)
- Providing or commissioning additional Support Services for victims in the priority categories outlined in the Victims' Code, namely victims of the most serious crimes, persistently targeted, and vulnerable or intimidated
- Providing or commissioning Support Services for family members (as defined in Article 2 (1)(b) of the Victims Directive)
- Providing or commissioning Support Services for victims of sexual violence, victims of domestic violence and victims of CSA
- Building the capacity and capability of providers of Support Services for victims of crime and family members (including restorative justice services) from the Voluntary Community and social enterprise (VCSE) sector
- Covering any associated costs that arise in the process of commissioning or providing Support Services with the Grant

## ***Norfolk Scam Prevention Service:***

Fraud and scams have a massive impact locally, nationally and internationally on organisations responding to crime and people who fall foul of scammers. In 2018/19, 6,626 frauds were reported by people from Norfolk, with a loss of £15 million. This is an 18% increase on the previous year. Further, 39% of Norfolk's scam victims were over the age of 60, which proportionately higher than for other age groups. Victims of fraud are more likely to request support as a result of crime, when compared to the average for crime victims.

Becoming a victim of a scam can have a large scale and lasting impact on a person financially, practically and emotionally. Fraudster take advantage of people from all walks of life using an everchanging arsenal of tricks. The impact of these crimes means that victim support should be offered. Whilst it is true anyone can be the victim of a scam; vulnerable groups are disproportionately targeted. These vulnerable victims need an enhanced level of support to help them cope and recover from their experience.

Due to the clear need for a victim service, I agreed to fund Norfolk and Suffolk Victim Care to provide enhanced support to victims of scams in early 2019. This service would be delivered in partnership with Norfolk Constabulary and working closely with Norfolk Trading Standards. 2019/20 was the Scams Prevention Service's first full year of delivery, a year which saw many successes. The Service provided support to 1,245 Norfolk scam victims. The support varied by person and included providing information on how to protect from future victimisation, signposting or referring to other support services and emotional support.



The majority of these services were provided remotely by the Scam Prevention Co-ordinator and a team of police volunteers. However, the victims that were identified as the most vulnerable were offered home visits, enabling a more holistic type of support to be delivered. This service was offered to 109 victims and delivered to 75 of these victims.

An additional aspect of the Scams Prevention Service is its work raising awareness with the general public to help protect themselves from becoming the victim of scams. The Scams Prevention Co-ordinator completed 25 engagement events during the first year of the project raising awareness of scams amongst members of the public. In addition, the co-ordinator worked with professionals to increase awareness and to help them identify victims of scams. This helped develop the services self-referral pathway, meaning that even those who had not reported to Action Fraud received support.

The positive impact that the service was able to make in its first year meant there was a strong case for continuing the service. In early 2020, the service I recommissioned the service for a further year. This means that the people of Norfolk are able to access a service that goes above and beyond the support available to scam victims in other parts of the country.

#### Performance Metrics

COUNTY				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	62.6%	54.2%	8.4 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	46.6%	43.1%	3.5 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	37.2%	32.2%	5.0 p.pt
	Solved rate (Domestic Abuse)	11.5%	18.3%	-6.8 p.pt
	Solved rate (Rape)	3.4%	5.6%	-2.2 p.pt
	Solved rate (other Serious Sexual Offences)	7.2%	10.5%	-3.3 p.pt
	Solved rate (Child Sexual Abuse)	7.2%	11.3%	-4.1 p.pt
	Solved rate (Hate Crime)	15.0%	19.0%	-4.0 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

\*\*\* Data regarding the court hearings has been denied by CPS for a public audience.

KING'S LYNN & WEST NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages	Difference
	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	63.7%	54.4%	9.3 p.pt

<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	39.3%	42.9%	-3.6 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	33.6%	29.3%	4.3 p.pt
	Solved rate (Domestic Abuse)	13.3%	19.2%	-5.9 p.pt
	Solved rate (Rape)	3.9%	7.8%	-3.9 p.pt
	Solved rate (other Serious Sexual Offences)	11.2%	14.3%	-3.1 p.pt
	Solved rate (Child Sexual Abuse)	8.8%	12.4%	-3.6 p.pt
	Solved rate (Hate Crime)	16.8%	23.5%	-6.7 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

<b>BRECKLAND</b>				
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	64.0%	48.5%	15.5 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	47.8%	41.1%	6.7 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	43.1%	32.0%	11.1 p.pt
	Solved rate (Domestic Abuse)	14.9%	25.3%	-10.4 p.pt
	Solved rate (Rape)	0.0%	7.2%	-7.2 p.pt
	Solved rate (other Serious Sexual Offences)	7.3%	10.5%	-3.2 p.pt
	Solved rate (Child Sexual Abuse)	4.8%	12.7%	-7.9 p.pt
	Solved rate (Hate Crime)	8.1%	14.2%	-6.1 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

<b>NORTH NORFOLK</b>				
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	58.8%	53.5%	5.3 p.pt

<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	43.9%	41.6%	2.3 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	37.4%	36.9%	0.5 p.pt
	Solved rate (Domestic Abuse)	10.7%	17.7%	-7.0 p.pt
	Solved rate (Rape)	4.0%	5.7%	-1.7 p.pt
	Solved rate (other Serious Sexual Offences)	8.2%	10.6%	-2.5 p.pt
	Solved rate (Child Sexual Abuse)	10.9%	11.7%	-0.8 p.pt
	Solved rate (Hate Crime)	21.8%	21.2%	0.6 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

<b>SOUTH NORFOLK</b>				
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	52.3%	51.8%	0.5 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	54.2%	44.5%	9.7 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	37.7%	33.4%	4.3 p.pt
	Solved rate (Domestic Abuse)	11.3%	16.6%	-5.3 p.pt
	Solved rate (Rape)	1.4%	5.0%	-3.6 p.pt
	Solved rate (other Serious Sexual Offences)	3.0%	7.6%	-4.6 p.pt
	Solved rate (Child Sexual Abuse)	1.9%	8.1%	-6.2 p.pt
	Solved rate (Hate Crime)	17.9%	17.9%	0.0 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

<b>BROADLAND</b>				
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	62.1%	56.5%	5.6 p.pt

<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	41.8%	38.5%	3.3 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	29.0%	28.3%	0.7 p.pt
	Solved rate (Domestic Abuse)	8.5%	16.3%	-7.8 p.pt
	Solved rate (Rape)	4.4%	5.5%	-1.1 p.pt
	Solved rate (other Serious Sexual Offences)	3.9%	8.0%	-4.1 p.pt
	Solved rate (Child Sexual Abuse)	6.8%	10.4%	-3.6 p.pt
	Solved rate (Hate Crime)	20.4%	20.6%	-0.2 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

<b>NORWICH</b>				
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	63.1%	55.1%	8.0 p.pt
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	48.2%	46.2%	2.0 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	34.5%	34.0%	0.5 p.pt
	Solved rate (Domestic Abuse)	11.5%	16.9%	-5.4 p.pt
	Solved rate (Rape)	5.4%	4.8%	0.6 p.pt
	Solved rate (other Serious Sexual Offences)	8.2%	10.4%	-2.2 p.pt
	Solved rate (Child Sexual Abuse)	10.0%	12.5%	-2.5 p.pt
	Solved rate (Hate Crime)	12.0%	17.3%	-5.3 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

<b>GREAT YARMOUTH</b>				
<b>Area</b>	<b>Indicator</b>	<b>Last 12 months</b>	<b>Long Term Averages</b>	<b>Difference</b>
	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	69.3%	57.4%	11.9 p.pt

<b>Supporting victims and reduce vulnerability</b>	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	48.1%	42.8%	5.3 p.pt
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	42.7%	30.9%	11.8 p.pt
	Solved rate (Domestic Abuse)	11.7%	20.0%	-8.3 p.pt
	Solved rate (Rape)	2.5%	4.1%	-1.6 p.pt
	Solved rate (other Serious Sexual Offences)	6.7%	9.4%	-2.7 p.pt
	Solved rate (Child Sexual Abuse)	5.6%	9.6%	-4.0 p.pt
	Solved rate (Hate Crime)	20.4%	22.0%	-1.6 p.pt
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

The percentage of victims not supporting prosecution has increased significantly in the last few years and will have strong correlation with the increase of crime recording in these crime categories (there has been 29.7% increase in recorded domestic abuse crimes and 27.4% increase in recorded rape offences, based on the last twelve months when compared with the long-term average). The reasons for the rise in victims not supporting prosecution are complex and varied. With regards to serious sexual offences, a proportion of these offences are non-recent (the incident took place over 12 months before being reported) and a number of victims have contacted police to make them aware, especially in light of recent high-profile trials in the media or coverage of the Independent Inquiry into Child Sex Abuse, but do not want to pursue a complaint further. Locally, Norfolk Constabulary has been working with partners to raise the awareness of certain crimes and it is predicted that crime reporting will continue to increase. There are currently domestic abuse campaigns taking place in the county and there have been documentaries highlighting the work the police do to support and protect victims of domestic abuse and stalking.

Victims are provided with support during and beyond the investigation as police officers and staff will refer victims to various agencies and charities. For example, the Sexual Assault Referral Centre (SARC), known as the Harbour Centre, offers free support and practical help to men, women, young people and children of all ages living in Norfolk who have been raped or suffered serious sexual offences either recently or in the past. They offer practical and emotional support such as Crisis Workers, facilitating Forensic Medical Examinations, support and advice concerning Health & Well-being, and access to Independent Sexual Violence Advisors. Independent Domestic Violence Advisors are also accessible via the Multi-Agency Safeguarding Hub (MASH), as are a number of charitable organisations to support and give advice to victims.

Even though some victims do not wish to support a police prosecution, all domestic abuse crimes and non-crime incidents are subject to a risk assessment. Safeguarding actions are undertaken on a multi-agency basis for all high & medium risk cases in the MASH with support being provided by Independent Domestic Violence Advisors for all high-risk cases. All 'standard risk' cases are referred to Victim Support so that advice and guidance can be offered.

Solved rates are directly impacted by a number of factors; the availability and nature of supporting evidence, and the Crown Prosecution Service determination as to whether there is sufficient evidence to support a realistic prospect of conviction and a public interest in pursuing the case. Crimes have become more complex with technology becoming more important with regards to evidence capture and investigations. Norfolk Constabulary have invested heavily into new technology, including body worn video, mobile tablets and digital forensics to assist the evidence capture and support the victim through the criminal justice process. The documentary referred to above demonstrates the value of body worn video to capture evidence. This allows officers to review the footage and look for clues with regards to abuse which may have been missed at the initial contact.

Solved rates are one of a range of indicators used by the Constabulary to measure the quality of investigations, and while the fall in solved rates is a national phenomenon improvement in this area is key priority for the Chief Constable. At a strategic level the ACC-chaired Investigations Improvement Board oversees the collective efforts of the heads of Joint Justice, County Policing Command, Protective Services and Safeguarding and Investigations (as force Head of Crime) to bring improvements in this area. The force has invested in a dedicated DCI along with a team of Detective Sergeants to deliver a wide-ranging plan for improving quality of service to victims of crime. This plan has included:

- Personal briefings to all front-line supervisors on effective management of investigations.
- Training to all front-line officers (2 days for response officers, 3 days for sergeants) on quality investigations, file submission standards, and Crime Data Integrity.
- Publication of a new standardised model for non-complex investigations (shared with Suffolk) to provide guidance to a young workforce
- Publication of a new crime allocation policy to ensure that cases are allocated according to the risk of future harm and the complexity of the investigation rather than an inflexible reliance on crime classification
- Publication of a force Crime Investigative Doctrine and associated internal website to clarify expectations, provide guidance and worked examples, and assist in developing appropriate investigation strategies.
- A new and enhanced level of internal audit to identify further learning points and track improvements.

There is an acknowledged national issue with the prosecution of rape offences to which Norfolk is unfortunately not immune. The challenge of proving cases that often take place without direct witnesses, with huge volumes of digital material to be analysed and where the victim is frequently so traumatised that the thought of attending court is very frightening, cannot be overstated. In addition, the large increase in offences being reported and requiring investigation places additional pressure on the investigating teams.

In response the Constabulary has declared the volume of rape and the challenges of solving crimes to be a critical incident and activated a Gold-Silver-Bronze action plan to seek to improve solved and conviction rates. Structurally the Gold-Silver-Bronze plan sees responsibility for responding to the critical incident split into three levels. The Assistant Chief Constable for Local Policing has established a 'Gold' group which provides a strategic overview to the response of the constabulary and key partners, and ensures that sufficient resources are made available within the force to address the issues to be resolved. The Detective Superintendent Force Head of Investigations has established a Silver tactical plan which lays out a coordinated and detailed set of actions to address the strategic issues identified at Gold. The force dedicated Rape and Serious Sexual Offences Detective Inspector acts as the 'Bronze' delivery lead for this area of business responsible for ensuring day-to-day activity is in line with the plans that have been set.

Challenges, especially in Rape and Serious Sexual Offences, come from the fact that these are crimes that typically take place without witnesses and so a jury must be convinced beyond reasonable doubt of the word of the victim over the offender. It is possible to achieve this through reference to digital material, forensic evidence and witnesses to the behaviour of both parties prior to and after the time of the offence but not all of these are present in every case and it is the case that where the surrounding evidence is contradictory convictions can be very hard or impossible to achieve.

Work in this area remains to be done albeit the most recent audit findings are indicating improvement in these areas from the level reported at the end of March. While solved rates in Norfolk are not as high as the constabulary would wish to see them they are not out of step with regional and national trends. The relationships being developed with the Crown Prosecution Service (CPS) and other partners and their feedback on the changes being implemented in the Gold-Silver-Bronze plan referred to above give grounds for cautious optimism that this situation will improve. What is indisputable is that the need to deliver high-quality investigations is fully understood by officers and that this is having an impact on service delivery.”

The Constabulary is actively working across departments, with my office, with the CPS and with the SARC to address blockages within the system and improve the experience of victims of crime.

Actions have included additional supervision, giving better access to data, use of the constabulary’s new Police Digital Investigators to find new lines of enquiry and a new relationship with CPS to work together to present cases for court wherever possible. The early signs are that the volume of cases under investigation have decreased while the number of referrals to CPS for charge have increased and managerial focus will continue to be applied until new norms are established in both cases. The Constabulary has established links with the Crown Prosecution Service at all levels in order to secure an improved service to victims.

Further support for the most serious crimes comes from the new Police Digital Investigators (PDI) referenced elsewhere in this updated plan, who help in developing suitable investigative tactics using the most modern and up to date methods. In addition, detective’s investigation cases with particularly vulnerable victims can now take advantage of the Intimidated and Vulnerable Interview advisor to ensure that any communication needs the victim may have do not unduly influence the quality of evidence gathered from them.

The PDIs will be part of the Constabulary’s new investigation model, the first tangible element of which will come on line before the end of 2020 with the opening of the new ‘Investigation Hub’ at the newly-built Swaffham Police Station.

The Constabulary monitors progress the regular audits referred to. As has been mentioned solved rates are influenced by a broad range of factors however it is known that investigations with clear plans, regular supervision, and good victim service are overwhelmingly more likely to lead to successful conclusions. Although work remains to be done and the force is by no means complacent the most recent audit findings are indicating improvement in these areas. It is now indisputable that the need to deliver high-quality investigations is fully understood by officers and that this is having an impact on service delivery.”

Investigation Standards is an area that the Constabulary continues to monitor and aims to improve on through the innovative investigation hubs in the new policing model. Whilst direct comparison data for other forces is not available (there is at least a 3-month time lag), we do know that Suffolk’s solved rates for rape offences is not statistically different to Norfolk’s across

the last 12-month period. Nevertheless, the Chief Constable has identified the improvement of standards of investigative work, particularly in officer's younger in service, as a priority action for the coming year. Although such officers would rarely if ever be solely responsible for the investigation of such serious crimes as have been discussed here it is expected that improving their ability will improve the quality of the initial response to all offences.

Over the past year Norfolk Constabulary have worked very closely with the Office of the Police and Crime Commissioner, Norfolk County Council Children's Services and the Norfolk Youth Offending Team to deliver a number of workstreams designed to identify and tackle child exploitation, which were funded by a successful bid to HM Government's Early Intervention Youth Fund. This has been based around a clear multi-agency system to share information and carry out risk planning in relation to all children who are at risk of sexual exploitation or criminal exploitation. These Multi-Agency Child Exploitation (MACE) procedures have seen the introduction of detached youth workers to Norfolk and innovative work with ex-offenders through the St. Giles Trust to directly explain to children and young people the risks presented by those who would seek to exploit them. This work is moving into a new phase where Modern Slavery legislation will increasingly be used to target those perpetrators who exploit children in Norfolk for sexual and criminal purposes.

## **DELIVER A MODERN AND INNOVATIVE SERVICE**

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### ***Police Digital Investigators***

In the last year, Norfolk 2020 has invented a brand-new police staff role, Police Digital Investigator (PDI). The role is to support detective constables with the digital element of their investigations, which is now so prevalent in today's world.

After an initial pilot which proved successful, the Constabulary has recruited an initial small team of eight and is looking to increase this in the future.

The PDI role is achieving great results working alongside detective constables at speed to support investigations. Additionally, they are developing bespoke tools and tactics to assist with long-standing problems detectives face when investigating digital crimes.



Below are some examples of their progress to date:

- Providing investigate support to a serious sexual offence investigation by identifying the correct movements of the suspect post offence and thereby directing resources to a different geographical location which was not previously known to be of interest
- Helping to identify multiple fraud victims across Norfolk and elsewhere and identifying a suspect who was arrested by the Metropolitan police for the Norfolk offences (currently in excess of 120 crimes)
- Developing software to listen to more than 50,000 WhatsApp voice messages and transcribe them into a format that could then be searched which provided extra evidence in a case of child abuse. This software avoided estimated 1000 hours that would have been required for a detective constable to have to listen to the messages
- Developing a translation tool which has been recently used to translate foreign language from two phones which were seized after the suspects were arrested for serious assault against a child.

### ***Drones:***

The drone capability offers significant cutting-edge support at a fraction of the cost of the National Police Air Support Helicopter (NPAS).

Based within Rural Policing and with support from divisional colleagues the Constabulary now offers cost-efficient drone support seven days a week. It also works alongside partners Norfolk Fire and Rescue Service (NFRS) who are able to provide further assistance through training and operational support.

The drone teams can be seen in purpose designed police vehicles. They are now able to deploy in a fully equipped van providing a Search and Rescue Command Facility for deployments offering significant increased capability and connectivity in remote areas of the county.

The deployment figures show a large increase in requests both in terms of live incidents (for example missing persons, crimes in progress, information gathering) and also for proactive crime prevention deployments.

In terms of success stories, the drones have been instrumental in a large number of lifesaving deployments, including locating a vulnerable missing person who was found unconscious on the beach and flying two drones simultaneously to locate a vulnerable person whilst protecting colleagues from incoming tidal dangers. These examples were in October and November 2019.

Whilst responding to time critical daily response deployments the team also utilises its capability in supporting local crime and disorder initiatives/operations; locating and recovering stolen plant and machinery, heritage crimes, poaching and hare coursing, wildlife offences, crime prevention and UME (Unauthorised Music Event) prevention and disruption.

### ***Automatic Number Plate Recognition (ANPR):***

#### ***Operation Moonshot***

This team has made a big impact denying criminals the use of the road through targeted patrols in numerous areas of the county. This has ensured high visibility in many rural areas,

main arterial routes and crime corridors. Its success is well documented in the media and is always well received by the public.

The team is divided into three units;

- Moonshot - West
- Moonshot - Central
- Moonshot – East

The West and Central teams have been up and running for the whole of April 2019 to March 2020 with the East team starting in May 2019.

Between April 2019 and March 2020, the team as a whole has stopped a total of 3,013 vehicles, made 1,168 arrests and seized 840 vehicles.

It has also been utilising the Constabulary's drone capability within the Moonshot team to recover stolen farm machinery among other items.

### ***Digital Public Contact Strategy:***

Work was accelerated around testing some of the Constabulary's Digital Public Contact Strategy options. The piloting of additional communication channels initially planned for 2021/22 was brought forward. For example, planned introduction of a public-facing automated 'chat' capability for commonly asked questions and live-chat functions were fast tracked into temporary operational use, providing new public service channels and increasing the Constabulary's capacity to answer public queries. Members of the public are now able to type a non-urgent question into the 'chat' function on any of the Constabulary website pages and receive an immediate, automated answer. The pre-programmed 'chatbot' uses artificial intelligence and machine learning to respond to common queries.

The next step will be to test the ability to live-chat directly into the Police Control Room (CCR) where the chatbot hasn't been able to provide an answer to a member of the public's question. This is planned for September 2020.

Both chat methods will then be paused so that they can be evaluated with the findings being used to help shape an updated and improved contact management strategy that ensures firstly emergency calls are prioritised and alongside this, the public have a range of other communication channels to report crime, incidents or seek advice.

## **GOOD STEWARDSHIP OF TAXPAYERS' MONEY**

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I am responsible for setting the budget for policing in Norfolk, monitoring how that budget is used, and holding the Chief Constable to account.

Funding for the policing of Norfolk and the day-to-day work of my office comes from two main sources - Government (Home Office) grants and the Council Tax precept levied on all households in the county. The amount of the policing element of the Council Tax (the precept) is a matter for my determination following consultation with the Norfolk community and endorsement by the Police and Crime Panel. I take this very seriously.

Government grants had reduced year-on-year since 2010 although an increase was seen from 2019/20. However, as a result of previous reductions, our police force has been required to make significant annually recurring savings. The fact is that finances are getting tighter as

demand increases, and that makes efficient use of those resources and good stewardship of our budgets critically important.

### Where the money comes from

	Budget 2017/18 £m	Budget 2018/19 £m	Budget 2019/20 £m	Budget 2020/21 £m
Government Funding	87.2	87.2	88.8	94.8
Council Tax	62.5	67.4	76.0	79.9
<b>Approved Budget</b>	<b>149.7</b>	<b>154.6</b>	<b>164.8</b>	<b>174.7</b>

Home Office Grant remained the same at £87.2m in 2018/19 as in 2017/18 but which indicated a real term drop in funding taking inflation into account. The increase to £88.8m in 2019/20 and £94.8m in 2020/21 was welcomed after challenging settlements. In recognition of funding challenges and increased demand, the settlement came with the ability to request an increase in council tax in both years above inflation. The council tax increased by 10.45 % in 2019/20.

However, there still was the need to make savings to balance the budgets and to the end of March 2020, those annually recurring savings now total £35m. Around half of that total has come from collaboration between Norfolk and Suffolk Constabularies and with limited opportunities remaining for collaborative savings within that partnership, a regional team is set up to look at wider change programmes for the seven forces in the East (Norfolk and Suffolk; Bedfordshire, Cambridgeshire and Hertfordshire; and Essex and Kent) and modest procurement savings have been included in the Medium Term Financial Plan (MTFP) and the new procurement shared service is in operation. New projects such as consideration around ICT convergence are coming to the fore.

### How the money is spent

	Budget 2019/20 £m	%	Budget 2020/21 £m	%
Employees	136.3	82.7	150.0	85.9
Premises	16.9	10.3	16.3	9.3
Transport	3.2	1.9	3.5	2.0
Supplies, Services & Other	23.3	14.1	21.7	12.4
Capital Financing	4.3	2.6	7.3	4.2
<b>Gross Budget</b>	<b>184.0</b>	<b>111.7</b>	<b>198.8</b>	<b>113.8</b>
Other Income	(19.2)	(11.7)	(24.1)	(13.8)
<b>Net Budget</b>	<b>164.8</b>	<b>100.0</b>	<b>174.7</b>	<b>100.0</b>

As well as day-to-day (revenue) spending, there is also an approved capital programme which includes estates work (new buildings, renovations or improvements), the renewal of the vehicle fleet and information and communications technology (ICT) renewals and improvements. There was a significant underspend on the capital programme resulting from slippage in some of the major estates schemes. Many of these are multi-year schemes and planning permissions or other approvals have taken longer than expected.

### How the budget is monitored

	Budget 2019/20 £m	Outturn 2019/20 £m	(Over)/under spend £m
OPCC	1.0	1.0	0.1
OPCC Commissioning (net*)	1.0	1.0	0.0

Operational Policing	157.8	152.4	5.4
Capital Financing	5.4	9.5	(4.1)
Use of Reserves	(0.5)	(0.2)	(0.3)
<b>Total Spending before use of Reserves</b>	<b>164.8</b>	<b>163.7</b>	<b>1.1</b>
Contribution to / (from) PCC Reserve	0.0	0.1	(0.1)
Contribution to / (from) Budget Support Reserve	0.0	1.0	(1.0)
<b>Net Spending</b>	<b>164.8</b>	<b>164.8</b>	<b>0.0</b>

\*Gross spending on Commissioning is £2m as the PCC receives a Grant of £1m from the Ministry of Justice in respect of services to victims of crime.

I monitor and scrutinise the budget closely, with formal reports on spending reviewed at my public accountability meetings to hold the Chief Constable to account.

At the end of the financial year, annual accounts are prepared, published on my office's website, and are subject to examination by the external auditor who gives an opinion on whether value for money is being achieved. To date, those opinions have been positive. Norfolk Constabulary has a long history of delivering 'evidence-based' policing, helping to ensure value and effectiveness are secured. Strong procurement and contract management functions also continue to drive down the costs of goods and services.

In addition to the external audit process, internal auditors work throughout the year to ensure continual audit coverage of financial controls and risk. We also have an independent Joint Audit Committee which oversees governance, risk management, and the reports and programmes of the internal and external auditors.

As set out in the table above, after allowing for the use of reserves, as budgeted, the total group (comprising the PCC and the Chief Constable) budget for 2019/20 was balanced.

### Looking ahead - Budget 2020/21

Looking to the future, the Chief Constable announced a new and scalable local policing model in October 2017. This new model 'went live' at the beginning of April 2018 and I continue to pay close attention to the implementation and effectiveness of this change. Additionally, the Home Office announced Operation Uplift a programme to recruit 20,000 new police officers over the next three years.

For 2020/21 the Government gave all PCCs the power to increase the Council Tax by a maximum of £10 per annum (at Band D). Having consulted with Norfolk's communities and obtained a positive response on whether they would be prepared to pay more to support their police service, I took the decision to increase the Council Tax precept for the year by 3.95%. This amounts to an extra 19 pence per week or £9.99 per year for households in a Band D property. This increase enabled me to set a budget of £174.7m for 2020/21. Importantly the additional resources have helped to finance increased investigative capacity and finance the considerable costs of the 21<sup>st</sup> century technology now being used by officers such as ANPR.

Subject to the police service continuing to find efficiencies, the settlement will still be challenging in a world where increased police numbers and the introduction of the new professional policing qualification comes with increased costs. With the current economic uncertainty, it is unclear at this stage what opportunity there will be with the precept moving forward. I will consult on this, once there is clarity, at the end of this calendar year. We also know the government have launched a Spending Review which would determine central funding from 2021/22 onwards.

There are plans for a multi-year settlement moving forward which would be welcomed for planning purposes. Even with the additional precept flexibility this year the Medium-Term Financial Plan reveals that, by 2023/24 the budget gap (excess expenditure over income) be around £10m with some £1.8m of savings identified at this stage.

With 86% of the gross budget spent on people (police officers and police staff) the opportunities for making budget savings that do not affect jobs are limited. Sat alongside the objective I have set, based on the views of Norfolk's communities, to improve the visibility of policing, realising these savings continues to be a challenge for the Constabulary.

Full details of revenue and capital spending in 2019/20, the 2020/24 Medium-Term Financial Plan (including the Reserves Strategy), and the Statements of Accounts, can be viewed [here](#).

### Performance Metrics

COUNTY				
Good Stewardship of Taxpayers' Money	Indicator	Last 12 months	Long term average	Difference
	% Emergencies in target	89.3%	90.4%	-1.1 p.pt
	% of 999s answered within 10 seconds	89.7%	90.0%	-0.3 p.pt
	Average time to answer 101* calls (county Only)	38 seconds Emergency – 00:04secs Priority – 03:36secs Routine – 03:58secs Advice – 05:12secs	N/A	N/A
	% of public who agree police are doing a good job (Crime Survey for England and Wales)	63.3%	67.9%	-4.6 p.pt

\*Only monthly data currently available (March 2020 in this instance). These figures represent average answer times for 101 calls that have **not** been re-routed through to a self-service option. Those that remain in the 101 queues are then triaged by switchboard into either emergency, priority, routine, or advice calls which continue on to a communications officer (if not dealt with by switchboard at the initial point of call). Rolling 12 month and LTA figures for call handling are still under development.

### Attending Emergencies

- The aim is for 90% of emergencies to be attended within the Constabulary's target. The target for urban areas is 15 minutes and for rural areas, 20 minutes (timings calculated from the point of the call being received to an officer being in attendance).
- In the last 12 months (April 2019 to March 2020), 91.1% of emergencies in urban areas were attended within the target time and 87.2% of rural emergencies were attended within the target time.

- The increase in 999 calls being received has inevitably resulted in more emergencies for front line attendance, which will be one contributory factor for the decrease in the proportion of emergencies attended within target, compared to the long-term average. There have been over 1,000 more emergency response (Grade A) calls in the current 12-month period to the end of March compared to the long-term average.
- The chart below sets out the average time to attend both rural and urban emergencies over the last five years.

Table 1: Average time to attend from receiving the call 2014/15 – 2019/20

	14/15	15/16	16/17	17/18	18/19	19/20
A Urban	00:08:05	00:07:47	00:07:47	00:08:30	00:08:40	00:08:40
A Rural	00:11:57	00:11:24	00:11:31	00:12:25	00:12:43	00:10:58

- Due to the continued recruitment of new officers there remains a temporary reduction in the percentage of officers that are response trained in front-line roles. Work is continuing with the Constabulary Driver Training team to address this matter over time.
- Emergency response incidents are overseen by a trained dispatcher with additional management support where the incident requires it. All emergency attendance times are monitored live time and the dispatcher can always consider an alternative unit if a difficulty in resourcing a response in good time is encountered. For example, this could mean utilising a specialist unit such as a roads policing resource.

### Answering Emergency calls

- The national target is to answer 90% of 999 calls within 10 seconds.
- For reference 89.7% of 999 calls in the financial year 2019/20 were answered within 10 seconds.
- The average time to answer a 999 call in Norfolk for the financial year 19/20 was five seconds. This is the same as 18/19, two seconds faster than 17/18 and 16/17 and six seconds faster than 15/16.
- Norfolk Constabulary continues to perform strongly around the ability to answer 999 calls within 10 seconds despite the marked increase month on month in the volume of these calls being made. The increase is not isolated to Norfolk, but reflected nationally across all forces. Figure 1/table2 highlight how the number of 999 calls being answered in Norfolk in 2019/20 has exceeded previous years.

Table 2: Number of 999 calls received in Norfolk by financial year 2015/16 – 2019/20

	15/16	16/17	17/18	18/19	19/20
Apr	6485	6731	7602	8324	8968
May	7213	7470	8480	8701	9536
Jun	7125	7891	9133	9518	10204
Jul	8483	9174	9337	11082	11344
Aug	9118	8478	9088	10385	11194
Sep	7408	7914	8181	9324	9725
Oct	7791	7761	8531	9074	10046
Nov	7730	6438	7700	8610	9603
Dec	7743	7634	8244	9091	10203
Jan	6844	6653	7642	8247	8987

Feb	6087	6766	6668	8301	9079
Mar	6793	7205	8017	9042	8362

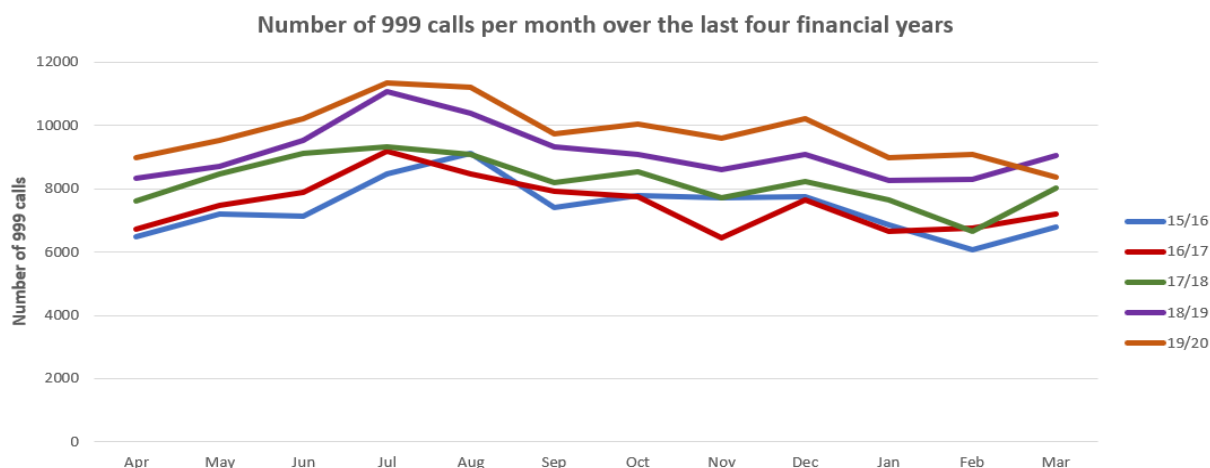


Figure 1: Number of 999 calls received in Norfolk by financial year 2015/16 – 2019/20

### Answering 101 calls

- In June 2018 Norfolk Constabulary introduced a new telephony system. An automated attendant helps callers by quickly redirecting their call to specialist units, such as custody or traffic justice. Those remaining are then put through to the control room switchboard team who will speak with the caller and risk assess the reason for the call. Once risk assessed, each call is added to a specific queue.
- Those call queues with the highest risk are prioritised to be answered first and include reports concerning public safety, domestic incidents and mental health. During busy periods, these high priority queues also have an automated system where calls can be upgraded to a new queue after a set time period.
- An agreed set of measures for reporting on 101 call handling is now in use following a period of consultation between key departments in order to ensure consistent and accurate reporting. It will take some time for a long-term average to be available and so we are currently only able to report on a rolling 12-month basis.
- To alleviate some of the waiting time issues for the public, Norfolk Constabulary has updated its website to facilitate better on-line reporting. This allows members of the public to provide information to the police on a variety of topics and report certain crime types directly without having to phone 101 and wait in a queue. The Switchboard team will also highlight this opportunity to callers where they think it is appropriate and staff report there has been a level of take up for this option. Further developments are planned for the website in due course.
- In February 2020 the Constabulary activated contingency plans in response to the COVID-19 pandemic to ensure business continuity and service levels were maintained within the Contact and Control Room (CCR). Safe working practices were developed so the room could continue to function and deliver normal services. An additional 56 staff (officers and police staff) were trained in CCR functions and deployed into the room in March. On top of this the CCR team developed COVID safe plans to continue to recruit and train new full-time Communications Officers with six joining in March for their six-week training course.

- Despite the significant risks presented by the pandemic, Norfolk Constabulary ensured that call handling service levels, incident response times and all critical functions were maintained at pre-COVID-19 levels. The Constabulary's Contact and Control Room staffing levels remain in line with the staffing profile for the room.

### **Percentage of the public that believe police do a good/excellent job**

- The indicator for the percentage of the public who agree the police are doing a good job is a question asked as part of the Crime Survey of England & Wales. The survey data is taken quarterly with the most recent figure published being for the year ending September 2018. The Constabulary's score of 66.3% ranks Norfolk joint 5<sup>th</sup> nationally and third highest of the most similar forces. Norfolk has been ranked in the top ten forces in the country for this indicator since December 2016.
- In an effort to develop a more detailed understanding of the views of the local community on policing matters, the Constabulary and the Office of the Police and Crime Commissioner have joint funded for the first year a further piece of research. This research which will collect up public feelings around a number of policing topics including;
  - Feelings of safety
  - Police visibility and presence
  - Perceptions of crime and anti-social behaviour
  - Police engagement with local communities
  - Experiences of victims of crime
- The survey results will help the Constabulary and senior operational leads review community confidence in policing. The findings from the survey will influence the Neighbourhood Policing Strategy and inform the tactical work including local public communication plans to ensure the local communities are kept informed and updated around crime and the policing response in their areas.
- The work to date already highlights good news that can be shared with the community and staff;
  - 89% thought the police are doing an excellent / good job
  - 82% have confidence in their local police
  - 97% of people said they felt safe in their local area in daylight hours
  - 89% said they were confident they would receive good service if they reported a crime or incident.
  - 93% felt the police will treat them fairly and with respect.

### **POLICE COMPLAINT REVIEWS**

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The Policing and Crime Act 2017 made significant changes to the police complaints and disciplinary systems. The legislation introduced a number of changes to existing legislation (such as the Police Reform Act 2002) which are designed to achieve a more customer-focused complaints system. This, in part, has impacted on the way complaints against Norfolk Constabulary are handled.



Reviews were previously known as appeals and dealt with by Norfolk Constabulary Professional Standards Department (PSD) or the Independent Office for Police Conduct (IOPC).

From the 1<sup>st</sup> February 2020 my office became the relevant review body so performance information on this new area of responsibility will be covered in the next annual report in 2021.

My office has recruited a dedicated Police Complaints Review Officer who has delegated authority from me to undertake the review on my behalf.

You can find more information on the police complaint review process [here](#).

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## **NORFOLK COMMUNITY SAFETY PARTNERSHIP (NCSP)**

The Community Safety Partnership brings together organisations from across Norfolk to tackle crime and disorder, and ensure the county remains a safe place for people to live, work and visit. The members of the Community Safety Partnership represent local councils, policing and fire services, youth offending, health and housing. Sub-groups sit beneath the Community Safety Partnership to drive activity in these priority areas.

I enabled my office to invest resources into the Community Safety Partnership. The Police Reform and Social Responsibility Act 2011 identifies the importance of the relationship between Police & Crime Commissioners and Community Safety.

My office's Chief Executive currently is the Chair of the NCSP, working in partnership with responsible authorities to deliver their priorities, mainstream resources and work to align funding with partners to provide greater impact on crime and disorder both at a county wide and local level.

My office also leads on the County Lines Strategy Group, Domestic Homicide reviews and the Domestic Abuse and Sexual Violence Board.

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## **EMERGENCY SERVICES COLLABORATION**

The Policing and Crime Act 2017 introduced a statutory duty on the Police, Fire and Rescue and Ambulance Services to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness.

A formal agreement was signed by me and a collaboration board formed to explore ways for Norfolk's Police and Fire Services to better work together. You can review the progress that has been made to date by viewing their first annual report [here](#).

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## **GET INVOLVED**

Community input plays a vital part in how PCCs make decisions about crime and policing in the local area. There are a number of ways you can get involved in my work as your PCC.

By having your say on key issues, such as what Norfolk's policing priorities should be or how much you pay for policing through council tax, you ensure community views influence the decisions I make. Keep an eye on the Norfolk PCC website – [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk) - for

details of how you can ensure your voice is heard on the issues that matter most to you. All public consultations will also be widely promoted through traditional and social media.

If you would like to get involved, on a more regular basis, in shaping the policing service you receive, as well as helping the police and other agencies to better understand community needs and the impact of key issues on Norfolk residents, consider applying to join the Independent Advisory Group or Norfolk Youth Commission. (add links to more information).

My regular Police Accountability Forum meetings with the Chief Constable continue to take place. Due to ongoing Covid-19 restrictions, I am unable to invite you along to observe these meetings in person but, if you have an interest in the work of your police force, please keep an eye on my website for the agendas, reports and how you can access recordings of my meetings with Chief Constable Simon Bailey. We are similarly restricted when it comes to my public question and answer sessions which, up until now, have taken place in locations around the county. We are, however, working with community-based partners to explore other means of inviting and responding to your crime and policing-related questions – more information will be available at [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk) in due course.

## **APPENDIX A – EQUALITY UPDATE REPORT 2019-20**

In my Police and Crime Plan, I set my equality objectives, progress against which I pledged to update on an annual basis. Over the past year, I and my office have made significant progress against the objectives, which we intend to continue. Below I have set out how we have achieved all six objectives in 2019/20.

### **Objective 1: Continuously engage with Norfolk’s communities to understand their needs and make sure they are taken into account in the delivery of the policing service.**

- As Police and Crime Commissioner I have continued my extensive engagement plan with the people of Norfolk. Over the past twelve months I have engaged directly with the public on a range of topics, including the police’s budget. This engagement was made accessible to different groups with different needs. In addition, my office organises ‘Q and A’ sessions for the public to ask the Constabulary and myself questions about policing locally. I combine these sessions with visits to harder to reach groups. For example, before last summer’s Fakenham Q and A, I visited a support group for those who have additional needs.

- I regularly undertake less formal engagement with the general public in which I speak to local residents in their community about the issues that matter to them. For example, prior to public engagement events around Norfolk, I will go to into the town and speak to people about their policing priorities.
- Through my office I am able to increase engagement with diverse communities, to ensure that their views are considered in delivering a policing service for Norfolk. The Independent Advisory Group (IAG), which my office manages, helps with monitoring the quality of service the constabulary provides to the diverse communities of Norfolk. In addition, the Norfolk Youth Commission allows young people to get involved and have their say about policing and crime where they live.

**Objective 2: 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.**

- All of my office's staff are regularly reminded of their equality duty, ensuring that staff always work to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between groups with and without protected characteristics.
- All grant agreements and contracts which the OPCCN enters into require the recipient organisation to be compliant with all anti-discrimination legislation, ensuring commitment to equality from the providers we work with.
- During 2019/20 my office developed and implemented its EIA (Equality Impact Assessment) policy. This policy embeds the EIA within the office's processes, cementing equality in all they do. The policy can be found [here](#).

**Objective 3: Focus support on groups that are vulnerable to both victimisation and offending.**

- My office provides several victim services through a devolved Ministry of Justice fund. My office uses this funding to commission the Norfolk and Suffolk Victim Care, Independent Domestic Violence Advisors, counselling services for victims of sexual violence, support for vulnerable victims of fraud, a restorative justice service, and funding for generic domestic abuse services. Many of the victims that access these services are vulnerable, and services are designed to accommodate this.
- My Hidden Victim's Fund welcomed bids to support victims that are 'hidden' from plain sight, with funding available totalling £450,000. This fund was awarded to three excellent bids; one supporting victims of modern slavery, another aiming to prevent young people from becoming exploited by gangs in Norfolk and the final project provided support to indoor sex workers who are at risk of human trafficking
- 2019/20 was the final year of delivery for the Early Intervention Youth Fund. This fund helped support vulnerable young people across Norfolk to avoid criminal exploitation using a variety of dynamic interventions targeted at those who were most in need of support.
- In addition, my office distributes the Crime and Disorder Reduction Grant locally. It has used this to fund the Community Chaplaincy service, which supports people coming out of prison to access the services they need to lead a crime-free life. It also uses this funding to part fund the WONDER service. The WONDER service supports female offenders, or women at risk of offending, to reduce their vulnerability and prevent potential future offending.

**Objective 4: Maintain Norfolk's Independent Custody Visiting Scheme to provide reassurance that detainees are treated fairly and in accordance with their legal rights and entitlements.**

- Independent custody visitors are members of the local community who volunteer to visit Norfolk's Police Investigation Centres, unannounced and in pairs, to check on the treatment and welfare of people held in police custody.
- During 2019/20 there were 22 custody visitors who undertook 193 visits, seeing 548 detainees – this is 90% of those available to be seen. A further 343 who were unavailable to be visited were observed by the visitors.

**Objective 5: Monitor and scrutinise Norfolk Constabulary's compliance with its equality duties, holding the Chief Constable to account as appropriate, in areas including: the Constabulary's approach to tackling Hate Crime, how it uses its Stop and Search powers, how satisfied different community groups are with the police service they receive, what complaints are being made against the force, and how the Constabulary promotes workforce diversity and recruits, retains, promotes and trains its officers and staff.**

I, my office and the general public all play a role in scrutinising Norfolk Constabulary's compliance with the Public Sector Equality Duty and its diversity performance. This is achieved through:

- The Police Accountability Forum – a public facing meeting where I hold the Chief Constable to account for implementing Norfolk's Police and Crime Plan, including its role in achieving my equality objectives.
- The Strategic Governance Board – an internal board where I scrutinise the Chief Constable. This meeting features regular agenda items on the police's performance on equality and diversity.
- Public Question and Answer Sessions – My office developed a new method of engaging with Norfolk's different community groups, the Public Question and Answer Session. These events provide members of the public the opportunity to ask questions of senior police officers and me regarding all aspects of policing.

**Objective 6: 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.**

- Since taking office, I have ensured that I and my office is accessible to the public and our partners through a variety of means, as I have outlined through my updates to the other objectives.
- My office publishes its equality information on its website. As at 31st of March 2020, seven members of the office are male and 16 are female, with one from either an ethnic minority background or having a disability (as defined in Section 6 of the Equality Act of 2010).

## **APPENDIX B – INDEPENDENT ADVISORY GROUP UPDATE 2019-20**

The Norfolk Independent Advisory Group (IAG) is a group of Norfolk residents from different community backgrounds who are prepared to give their opinions and advice with the aim of improving the quality of policing services.

The group has a key role in helping to increase the public's trust and confidence in the police, particularly amongst minority communities. They help with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk with particular emphasis on hate crime, critical/major incidents, policies and procedures, and Stop and Search.

In 2019, Les Rowland was chosen as chair, taking over from Brian Walker, who had chaired the group for five years. Sam England continues in her role as deputy chair. The group has retained its membership of 12 over the year and has launched a recruitment campaign to gain more members from a variety of different community groups across Norfolk.

The group continues to be supported by the OPCCN, with the engagement officer acting as a conduit between the IAG, OPCCN and the police. The IAG has continued to benefit from an excellent relationship with Norfolk Constabulary; this relationship has allowed for communities to have a greater say in their community policing. IAG members continue to work with districts commanders, beat managers and engagement officers, allowing officers in these districts to have a direct access to IAG members and gain important feedback. IAG members continue

to sit on community panels in these districts and attend several community meetings. The members then feedback to the wider IAG group on the advice that has been sought and the activities they may have been involved in.

IAG member's advice has been sought on a variety of policing activities and community tension concerns. Recently members have provided independent advice on how best to engage with eastern European communities in South Norfolk after several incidents within the community.

Alongside providing advice to the constabulary, members have continued to sit on a variety of boards and panels. The deputy Chair continues to head up the ethical committee whilst other members sit on other such boards as the equalities board and the community relations and equality network. The chair, Les Rowland has also been working with PSD to provide advice on how to implement the new ways of working that has been developed by the department.

In 2019, all members have continued to provide the police with independent advice on developing plans, policies and procedures which help shape the way Norfolk is policed.

## **APPENDIX C – YOUTH COMMISSION UPDATE 2019-20**

I was pledged from the start to give Norfolk's youth it's voice. My Youth Commission allows young people to get involved and have their say about policing and crime where they live. Set up in 2017, the Youth Commission is a diverse group of young people, aged between 14 and 25, from all over the Norfolk policing area. The Commission has been established to enable young people to voice their opinions and be heard. By sharing their views and experiences of crime, policing and criminal justice system, the Commission seeks to ensure local decision-makers not only understand young people's needs but are also working to meet them.

Since the release of the 'Big Conversation' report in April 2018 the youth commission has developed and grown from strength to strength. The commission is strongly supported, with a total of 45 active members. Over the last year several new members have joined the commission. The young people have been involved in a variety of activities and training sessions alongside working with many youth organisations across Norfolk.

Youth Commissioners have been sitting on a variety of boards and panels across Norfolk, promoting the PCC policing and crime priorities and developing working relationships with other young people in Norfolk. By working with these boards and panels the Youth Commission provides a channel for other young people of Norfolk to have more say regarding policing in their communities. Some of the boards and panels that the commissioners have

been involved in are; Norfolk Domestic Abuse Forum, Norfolk Against Scams Partnership and a panel to review my office's bid for the EIYF.

One of the main aims of the Norfolk PCC Youth Commission was to act as a conduit between the youth community of Norfolk and Norfolk Constabulary. Over the last year, the commissioners have been working with the Norfolk Youth parliament to review the rise in knife crime and develop a plan on how best to educate the young people of Norfolk on this topic.

The Youth Commissioners continued to develop a social media page to promote the campaigns and projects that the Norfolk PCC Youth Commissioners are undertaking.

The Youth Commissioners support my work and that of my office by attending events such as the district question and answer engagement events, hosted by me. Through attending these community meetings, the young people can promote the work of my Youth Commission and develop relationships with local councillors and local policing teams.

My Youth Commission continues to be a communication and engagement tool to maintain a positive relationship between young people in Norfolk, Norfolk police and me.

## Norfolk Independent Custody Visiting (ICV) Scheme – Annual Report 2019-20

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

The Panel is recommended to:

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

#### 1. Background

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

#### 2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to enable the Panel to review the PCC's ICV Scheme and understand how this statutory responsibility is being delivered.
- 2.2 The Annual Report for 2019-20 is attached at **Annex 1**. It provides an overview of the scheme and outcomes from visits between 1 April 2019 and 31 March 2020. Previous annual reports are available to view on the PCC's



website [here](#).

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

- a) How the statutory responsibility to establish and maintain an Independent Custody Visiting Scheme is being delivered.
- b) The impact of the Covid-19 pandemic on the scheme.
- c) How volunteers are recruited and supported in their role.
- d) The percentage of detainees visited during the last year.
- e) The types of issues reported from custody visits and how they have been addressed.
- f) How the Norfolk ICV Scheme compares to those in other force areas.

### 3. Action

3.1 The Panel is recommended to:

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



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## Norfolk Independent Custody Visiting

### Annual Report 2019/20

#### Foreword

Welcome to my Annual Report for Norfolk's Independent Custody Visiting (ICV) Scheme.

This report provides an overview of my Scheme's organisation and the activities of our volunteers between 1 April 2019 and 31 March 2020. At the time of reporting the United Kingdom is still dealing with the COVID-19 pandemic which has not only affected all of our daily lives and society as a whole, but has had a huge impact on Policing. This in turn has affected my Custody Visiting Scheme; however, the country went into lockdown in mid-March so it has only had a marginal affect on our previous year's work. Next year's report will of course encompass how the Scheme adapted its procedures to cope with the pandemic.

The Independent Custody Visitors constitute a group of committed and dedicated volunteers who provide a quality service to my office. They are invaluable in allowing me to discharge my statutory responsibility of running an Independent Custody Visiting Scheme. This oversight provides me and the communities of Norfolk with reassurance that those people detained by Norfolk Constabulary are being treated legitimately, with dignity and respect and that the most vulnerable are being afforded additional safeguards.

The highly skilled and dedicated police officers and staff who work within the custody environment have huge demands placed on them by detainees who have a wide range of both physical and mental health issues. The ICV Scheme provides a weekly 'snapshot' of how the Police Investigation Centres (PICs) are functioning and this allows my staff to follow up on any concerns that are raised by ICVs with Norfolk Constabulary ensuring that these are dealt with promptly and effectively.

In May 2019, I was proud to see my Scheme Administrator, Simon Atherton and ICV Coordinator, Sue Harrowing attend a presentation at the House of Lords to collect their Quality Assurance Framework (QAF) award. These awards are for Schemes that have demonstrated the closest compliance with the national standards for custody visiting laid down by the Independent Custody Visiting Association (ICVA). Awarded the Code Compliant level is an excellent reward for the hard work of all our volunteers.

Also, during this year I was pleased to meet with Eric Langford, one of my ICV's who was retiring after 15 years' wonderful voluntary service. In December, I enjoyed being present to open an end of year training session for all of the ICVs at the police headquarters.

I hope you find my report an informative read.

Lorne Green  
Police and Crime Commissioner for Norfolk

## **Simon Bailey – Chief Constable, Norfolk Constabulary**

Our custody facilities, and our hard-working staff who work within them, are renowned across the UK, and indeed globally as a leading example of how to provide safe detention, and first-class police investigation in unison. We look after over 25,000 detainees each year across the county, ensuring detainees are treated with decency and dignity, whilst serving our communities in being centres for investigating a huge range of crimes on their behalf.

We have policed in accordance with our values, and have faced many challenges over the year, including looking closely at racial disparity, which is why I am so pleased that the Independent Custody Visitors Scheme in Norfolk is playing a huge part in the work of the constabulary to provide additional scrutiny on the use of police powers in custody. This level of partnership is not seen anywhere else in the UK and is an outstanding example of the value of the ICV scheme.

We are policing in extraordinary times, particularly with COVID-19 affecting every part of daily life, but we continue to operate effectively to protect the vulnerable, including those who are brought to our Police Investigation Centres, treating them with care, dignity and decency.

I am truly grateful for all the efforts of the team in Custody and the Independent Custody Visiting Scheme in Norfolk.

## **Lou Provart – Chief Inspector, Head of Custody for Norfolk and Suffolk Constabularies**

I am delighted to lead custody on behalf of Norfolk and Suffolk Constabularies, and now into my third year of leadership here, having previously served as a Custody Sergeant in Great Yarmouth when the Police Investigation Centres were first opened in 2011.

Custody has evolved considerably over the years, providing on behalf of the public, a safe and decent place for detainees to be held under investigation in accordance with the guidance of the Police and Criminal Evidence Act and the principles of Safer Detention.

I am particularly proud of the work we have done with the Norfolk Independent Custody Visitors Scheme on scrutiny of our work relating to strip search, and providing a mechanism to improve standards in the justification of the use of the power by custody sergeants.

We continue to innovate around autistic spectrum disorder detainees, providing them with distraction material which would once be considered unthinkable, enabling a potentially distressing experience to become a more dignified and decent one and assisting investigating officers with enabling a calmer experience for interview.

I believe our innovation in practice within custody in the county is at the cutting edge and in no small part do I place my thanks to the volunteers and coordinators of the visitor's scheme in helping shape our direction forward.

## **An Introduction to Independent Custody Visiting**

Until the publication of the Scarman Report following the Brixton Riots in 1981, no provision existed for the independent monitoring of the welfare of detainees held in police custody. Lord Scarman recommended that provision be made for random checks by people other than police officers on the interrogation and detention of suspects in police stations. The aim of this was to promote public confidence in policing, ensuring all policing activity was accessible and transparent to scrutiny by the public. The Independent Custody Visiting (ICV) provision was initially a voluntary one for police authorities until 2002 when it became a statutory provision.

Custody visiting, formerly known as lay visiting, was established in 1983 and the Police and Crime Act 2002 made custody visiting statutory with the Home Office introducing the 'Codes of Practice for Independent Custody Visiting'. The Police Reform and Social Responsibility Act 2011 introduced Police and Crime Commissioners and gave them the responsibility for operating and overseeing a scheme in their police force area.

An ICV is a volunteer who visits people who have been detained in custody in a police station. For many people, arriving in a custody suite can be a daunting and frightening experience without being aware of their rights or entitlements. An ICV's main responsibility is to check on the welfare of a detained person and make sure he or she is being treated properly while in custody. An ICV ensures that detainees understand their rights and entitlements in law, why they are in custody, that they have access to free legal advice, and that they can contact someone to inform them of their whereabouts.

Visiting in pairs, ICVs can inspect cells and the facilities within the custody suite for health and safety purposes. ICVs can, where appropriate also inspect custody records, which are a record of everything that happens to a detainee whilst in custody. If an ICV discovers any issues, these can initially be raised with the Custody Sergeant present or the Custody Inspector if the matter cannot be remedied immediately or is of a serious nature that requires ongoing attention.

ICVs make a report of each visit highlighting any issues discovered, and a copy of the report is then forwarded to my offices ICV Scheme Administrator.

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

## **The Custody Estate**

The Custody provision for Norfolk & Suffolk Constabularies is provided collaboratively and all staff work within a combined Command headed by a Chief Inspector.

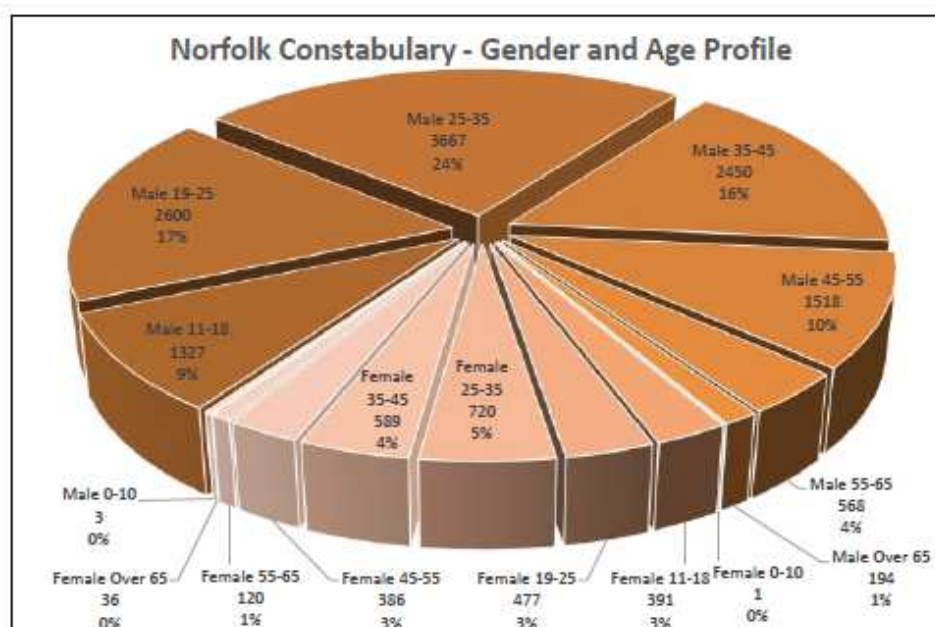
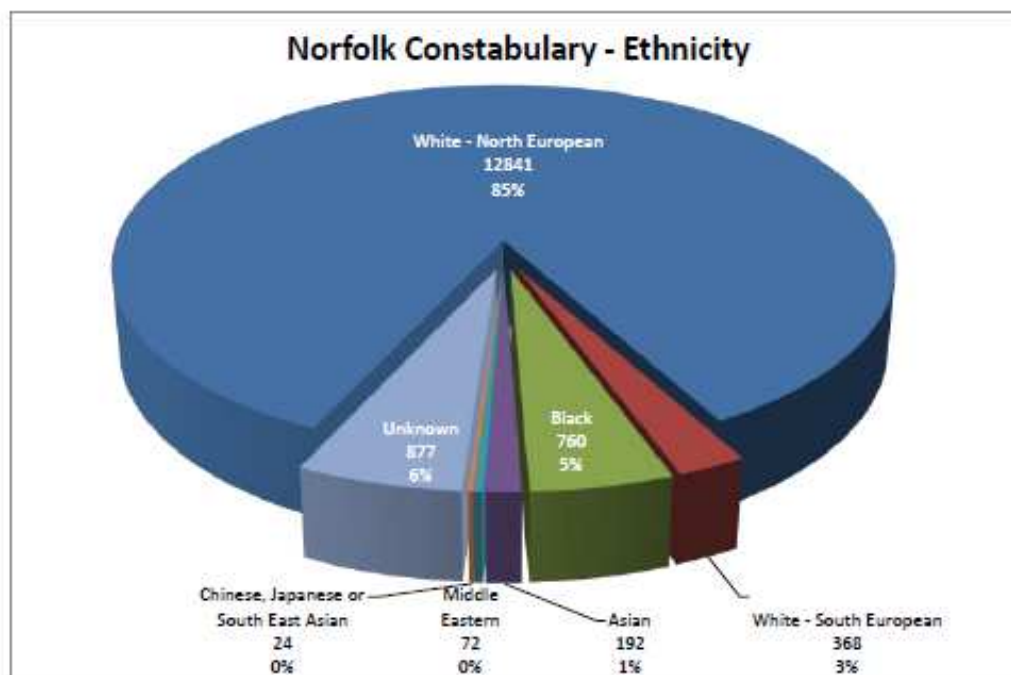
In total across both counties there are 6 dedicated Police Investigation Centres (PICs) where detained persons (DPs) are held; 4 of these are in Norfolk and are located in Aylsham, Great Yarmouth, King's Lynn and Wymondham, providing a total detainee capacity of 92.

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

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

## Detained Persons Statistics

Overall Numbers Apr 2019 – Mar 2020	
PIC	Annual Throughput
Aylsham	2063
Gt Yarmouth	5000
Kings Lynn	3843
Wymondham	6283
<b>Total</b>	<b>17,189</b>



## The Norfolk ICV Scheme

As of 31 March 2020, there are 22 ICV's participating in the Scheme across the County. These ICVs are split into 4 Panel groups, each one serving one of the PICs. Each Panel nominates a Coordinator who is responsible for arranging a rota of visits. This ensures that only our ICVs

know what day and time a visit will take place enabling the Scheme to remain independent and credible.

Each Panel group meets with the Scheme Administrator and local PIC Inspector 3 times per year and the Co-ordinators meet a further 2 times per year with the Scheme Administrator and Chief Inspector for Custody.

The Panel meetings are also attended by the PIC Inspector to allow the Panel to discuss any issues that they have and for the Inspector to update the Panel with regard to any pertinent issues within their area of responsibility. The Panel meetings are also an opportunity to discuss topical issues and provide an opportunity for some training for the ICVs.

The aim is that the Scheme is representative of the community, taking account of different ethnic origins, gender and age ranges. When new volunteers are recruited consideration is given to preserving and enhancing this representation.

Norfolk ICVs Data						Ethnic breakdown of total population (Norfolk) <i>Source: ONS data 2011</i>
<b>Gender:</b>		<b>Age:</b>		<b>Ethnic Group:</b>		
Male	7	18-30	0	White British	19	92.4%
Female	15	31-45	1	White Other	3	3.5%
<b>Disability:</b>	3	46-60	5	Asian: Indian	0	0.5%
		61-75	12	Black: African	0	0.4%
		75+	4	Other: Any other Ethnic Group	0	0.1%

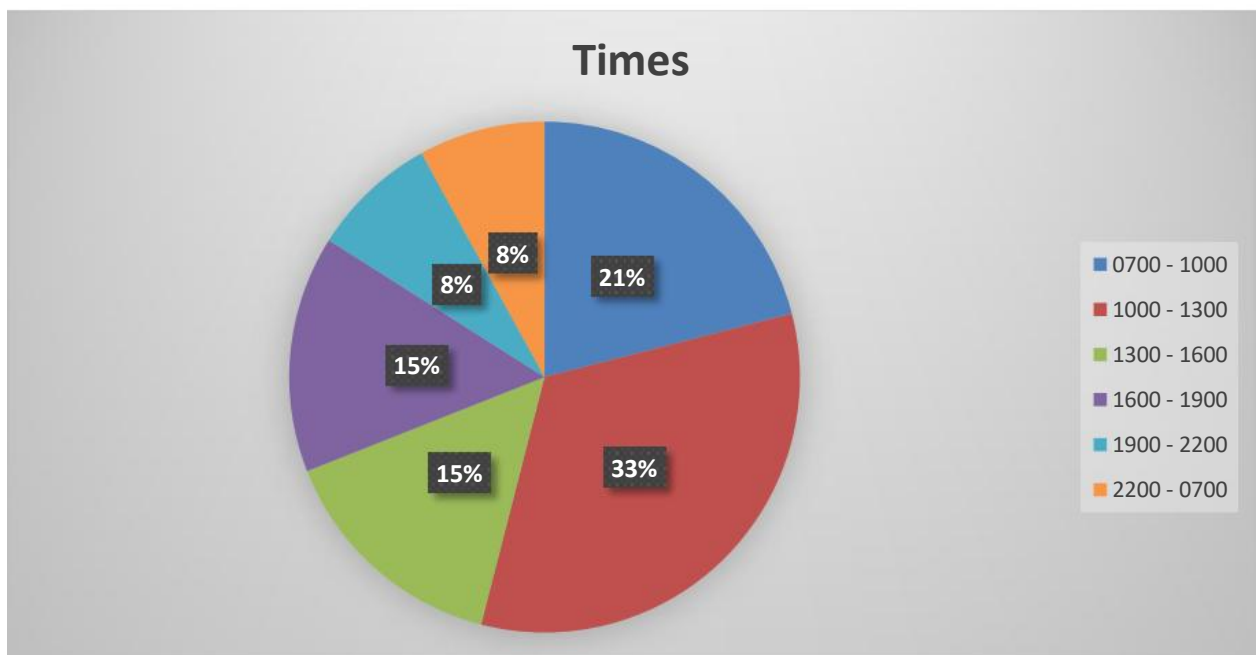
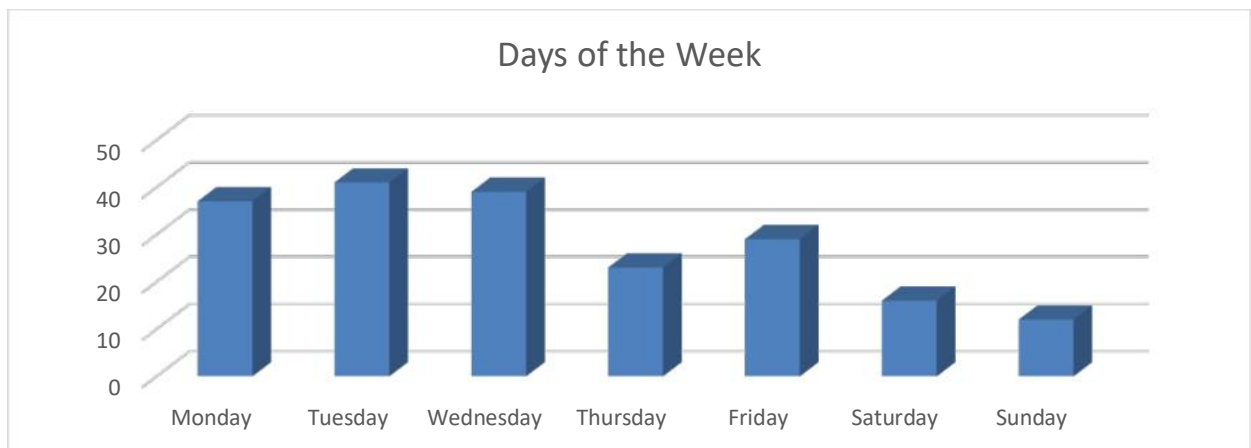
Note: There are 18 definitions of ethnicity within the [2011 census](#) –the data provides an overview of those represented currently on our Scheme Visiting Statistics

Breakdown of visits conducted for the period 1 April 2019 to 31 March 2020

Police Investigation Centre (PIC) visited	No. of visits undertaken	No. of DPs held (at time of visit)	No. of DPs available to visit	No. of DPs visited	% DPs visited (of those available)	No. of DPs not visited*
Aylsham	50	119	90	84	93%	35
Great Yarmouth	48	340	166	152	92%	188
King's Lynn	48	306	153	144	94%	153
Wymondham	47	543	208	168	81%	335
<b>Overall Total</b>	<b>193</b>	<b>1308</b>	<b>617</b>	<b>548</b>	<b>90%</b>	<b>711</b>

There are a number of reasons why detained persons are not visited. They may refuse a visit, or the police may advise not to for health & safety reasons or they may be "not available" e.g. - in interview, asleep, or the individual was being processed or providing fingerprint/DNA samples.

## What Days and Times Visits Took Place



## Protecting Juveniles and other Vulnerable Persons

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

### NHS Liaison and Diversion

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

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

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

The ICV's will always prioritise seeing vulnerable people during their visits, especially when Custody is busy and they are unable to see all detainees. If ICV's are unable to see a detainee due to that vulnerability, then they are able to review their custody record on their behalf to ensure that all their rights and entitlements are being upheld and they are receiving appropriate care.

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

At present, the ICV's note the number of females, non-English speaking and juvenile detainees available to visit and the number they do see. For 2020/21, we are refining our data collection around the vulnerable DPs and reviews of their Custody Records which will allow more detailed reporting.

#### **Vulnerable DPs – Overview**

<b>Category</b>	<b>Number Available to be seen</b>	<b>Number Seen</b>	<b>% Seen</b>
<b>Juvenile</b>	<b>57</b>	<b>36</b>	<b>63%</b>
<b>Non-English Speaking</b>	<b>83</b>	<b>43</b>	<b>52%</b>

#### **The Terrorism Act (TACT)**

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

They also are entitled to receive visits from ICVs; however the ICVs themselves are especially selected to perform this role and have to undergo additional training.

During the course of the year, one Norfolk ICV was selected to become a TACT ICV and after their training have now taken their place on a rota with colleagues to provide cover for the whole of the Eastern Region.

All ICV's visiting TACT detainees will report nationally to the Independent Reviewer of Terrorism Legislation (IRTL)

#### **Issues reported from Custody Visits**

Even though Norfolk Constabulary has to deal with some of the most vulnerable people in society, serious incidents within police custody are thankfully rare. The Constabulary runs a very robust 'Safer Detention' reporting process, details of which are shared with the Scheme Administrator. There is also a process for immediate notification should the incident be of a serious note.



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

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

### **Specific Issues**

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

During the course of the year a trend emerged that over busy weekends, some DPs who had been detained for several days weren't always offered a shower. This was raised at Inspector level to ensure these requests are met where possible and we continue to monitor this issue.

In August 2019, legislative changes were made to the Police & Criminal Evidence Act to ensure that all Police Forces make special provisions for female DPs. It is now the law that they are all able to speak privately to a female Officer/member of staff and that they have proper access to sanitary supplies. After some initial issues with stock, there is now a good provision and variety of sanitary products available. ICVs will not only check stock levels but enquire with female DPs that they are aware of their entitlements.

It was highlighted on occasion that overnight 'Reviews of Detention' weren't being communicated to DPs in line with the requirements of Police & Criminal Evidence Act (PACE). This was addressed at Command level and the Constabulary implemented changes and provided additional training to staff to address this issue.

### **Police Response**

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

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

### **Collaborative Working**

Good working relationships are maintained with the Office of the Police and Crime Commissioner for Suffolk (OPCCS) and both Schemes share similar working processes and policies due to the nature of the collaborative Custody Command. Norfolk and Suffolk share training opportunities for ICVs.

In addition to Suffolk, Norfolk also works alongside regional colleagues from the East of England (Bedfordshire, Cambridgeshire, Essex and Hertfordshire). The Scheme Administrators from these regions meet on a quarterly basis to share experience and best practice. The region is currently represented by Bedfordshire at ICVA national level. An annual regional conference is also held and in 2019, it was hosted by Suffolk. In addition to the training, it is an excellent opportunity for ICVs to meet with peers from around the region sharing experiences, views and ideas.

## **The Independent Custody Visiting Association (ICVA)**

ICVA is a Home Office and PCC funded organisation set up to lead, support and promote local independent custody visiting schemes.

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

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

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

In October, our Scheme Administrator was invited to London to meet with ICVA to consult on the feedback received around the previous year's Quality Assurance Framework (QAF) process. This work was invaluable for setting out the programme for the 2020/21 QAF evidence levels.

### **Other Activities & Training**

As well as their visiting, many ICVs assist in other areas of work.

Norfolk Constabulary set up an independent scrutiny panel (ISSSP) to review the circumstances in which some DPs are strip-searched. Each quarter, ICVs review the circumstances of a number of strip searches, checking on legality and proportionality and reporting back to the Constabulary. They have reported back that the Panel's observations have had a positive effect on the standards of recording and justification for this intrusive power.

One of the ICVs from the Aylsham Panel has also regularly presented a session on Custody Visiting to the Custody Sergeants & Detention Officers course during this year, ensuring that all newly trained staff are aware of what Independent Custody Visiting is and how it works across Norfolk.

### **Training**

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

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

ICVA also continues to produce its 'Bitesize' training modules which focus on specific areas of Custody Visiting such as mental health, children in custody etc.

In December, ICVs attended a bespoke training session aimed at increasing their all-round knowledge of Policing which included inputs on Firearms, Police Control Rooms and dealing with those who are mentally unwell.

One of the highlights of the year was seeing the Norfolk Scheme receive its Quality Assurance Framework (QAF) award from the Independent Custody Visitors Association (ICVA).

ICVA has set out a set of detailed standards to which all Schemes nationally adhere. Every two years they have to provide detailed evidence of their compliance with the standards and present it to ICVA.

The Norfolk Scheme received its award (Code Compliant level) and was presented with it in a ceremony at the House of Lords in May. The ICVA Chief Executive Katie Kempen presented the award to the Scheme Administrator Simon Atherton from my office and ICV Coordinator Sue Harrowing.

### **Want to know more?**

Custody Visiting continues to be essential in providing independent scrutiny of the treatment of detained persons and the conditions in which they are held.

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

Independent Custody Visiting Scheme Administrator  
Office of the Police & Crime Commissioner for Norfolk  
Jubilee House  
Falconers Chase  
Wymondham  
NR18 0WW  
Telephone: 01953 423851  
Email: [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk)

For more information on the role of ICVs or that of the Police and Crime Commissioner for Norfolk, please visit [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk) or find us on Twitter **@NorfolkICV**

For more information regarding the work of the Independent Custody Visiting Association (ICVA) please visit its website: [www.icva.org.uk](http://www.icva.org.uk) or on Twitter **@CustodyVisiting** or **@projectICVA**

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

For more information please visit: -

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

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

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

## **Complaints Policy Sub Panel – Update**

### **Report from the Chairman of the Sub Panel, Air Commodore Kevin Pellatt**

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

#### **1. Background**

- 1.1 In July 2014 the Government announced a review of the entire police complaints system, including the role, powers and funding of the then Independent Police Complaints Commission (IPCC) and the local role played by Police and Crime Commissioners (PCCs). The proposed reforms form part of the Policing and Crime Act 2017.
- 1.2 It was agreed that a Sub Panel should be established to keep under review the development of a local model for managing police complaints, any changes to the handling of PCC conduct complaints, and the likely local impact on both the PCC's and the Police and Crime Panel's (PCP's) resources.
- 1.3 The Panel endorsed refreshed Terms of Reference and appointed the following members on 23 July 2020: Cllr Sarah Bütikofer, Cllr Michael Edney, Mr Peter Hill, Air Commodore Kevin Pellatt (re-elected Chairman for 2019-20), and Cllr Mike Smith-Clare.

#### **2. Information reviewed by the Sub Panel**

- 2.1 The Sub Panel met on 8 September 2020, to consider a progress update on the implementation of the Police Integrity Reforms. A summary of the information reviewed is set out below.
- 2.2 Policing and Crime Act 2017 – police complaints and disciplinary systems
  - 2.2.1 The new legislation in relation to reviews of public complaints took effect from 1 February 2020. This changed the Relevant Review Body to Police and Crime Commissioners and the Independent Office for Police Conduct (IOPC), from the previous Relevant Appeals Body of the Appropriate Authority (the Chief Officer of a police force) and the IOPC.
  - 2.2.2 It means that from 1 February 2020 anyone dissatisfied with the outcome of a complaint made against Norfolk Constabulary now has the right to request a review of that decision through the Office of the Police and Crime Commissioner for Norfolk (OPCCN). Details of that process are available to view on the complaints pages of OPCCN's website. Norfolk Constabulary's Professional Standards Department (PSD) will continue to handle existing appeals that were being investigated at the point of the new legislation coming into force (historic cases will still be referred to as appeals to avoid confusion).

- 2.2.3 As of 8 September 2020, OPCCN had received 22 requests for a review and the relevant processes were working well. As a comparison, Suffolk Constabulary had received 7 requests, which was significantly fewer, but there were no attributable reasons for this.
- 2.2.4 Of the 15 requests that were valid for the OPCCN, 10 reviews had been completed and only one of those was found not to have had a reasonable and proportionate outcome. While a formal response from the Constabulary had not been received, OPCCN was aware that process changes had already been implemented as a result (establishing regular quality assurance of Complaint Handler files).
- 2.2.5 We noted that PCCs have been afforded limited powers as the review body. PCCs have the statutory powers to make recommendations to the Constabulary having undertaken a review, but not the powers to direct (which the IOPC has). This means that should the Constabulary decide not to act on the PCC's recommendations, complainants have no further means of appeal. OPCCN has raised this issue within its response to the review of the PCC role currently being undertaken by the Home Office.
- 2.2.6 Mandatory performance metrics on the number of reviews handled by OPCCN and the outcomes, required by the Independent Office for Police Conduct (IOPC), will be automatically generated every quarter. The IOPC will publish national performance reports, which will include OPCC review performance alongside police complaint statistics. The first of these national reports is expected in October and the Sub Panel will be updated when it next meets.

## 2.3 Police super-complaints

- 2.3.1 We have previously reported that three police super-complaints have been submitted to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS). The Sub Panel noted that all three are currently still being investigated, with delays in progress being attributed to the impact of the Covid-19 pandemic.
- 2.3.2 A fourth super complaint was filed in late August 2020 by a charity called the 'The Tees Valley Inclusion Project' which alleges a systematic mishandling of sexual abuse cases, in particular with regards to Black, Asian and Minority Ethnic (BAME) complainants, with several police forces being cited. There is no indication that Norfolk is one of those forces but further information from HMICFRS is awaited.

## 2.4 PCC conduct complaints

- 2.4.1 As previously reported, the Home Office has indicated that it intends to progress the implementation of new Regulations this year, which will give PCPs greater investigatory powers in relation to PCC conduct complaints. No further information has been made available since our last report. The Sub Panel will keep this under review and recommend any necessary amendments to our local procedure in due course.

2.5 National Association of Police, Fire and Crime Panels Survey (NAPFCP)

- 2.5.1 The Sub Panel noted that the NAPFCP had undertaken a survey on 'complaints' and that the PCP's Chairman and Vice-Chairman had agreed a 'Norfolk PCP' response. The NAPFCP had not yet reported any outcomes or conclusions but the Sub Panel would be kept updated.

**3. Work programme**

- 3.1 The Sub Panel agreed the following programme of meetings:

- Thursday 12th November 2020 at 10 am
- Wednesday 13th January at 10am
- Tuesday 23rd March at 10am

**4. Action**

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



If you need this document in large print, audio, Braille, alternative format or in a different language please contact 0344 800 8020 or Text Relay on 18001 0344 800 8020 (textphone) and we will do our best to help.

## Information bulletin – questions arising to the PCC

**Jo Martin,**  
**Democratic Support and Scrutiny Team Manager**

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

### 1. Background

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

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

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

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 22 September 2020, are listed at **Annex A** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 22 September 2020, are listed at **Annex B** of this report.

c) Police Accountability Forum meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

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

units and departments in areas such as major investigations, protective services, custody, transport and IT.

The PCC meets with Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are planned to be held in public every other month, with the venue alternating between Norfolk and Suffolk, and agendas are published on the PCC's website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex D** of this report.

- e) Other 'out-of-county' activity since the Panel last met is listed below:

Date	Activity
27 July 2020	Seven Force PCC's pre-summit and Eastern Regions Meeting (virtual)
5 August	APCC Group Conference Call
7 August	Spending Review Telecon – all PCCs
1 September	Eastern Region Commissioners only Meeting and PCC Home Office Review – (virtual)
15 September	PCC Review – PFCC Roundtable (virtual)
17 September	Meeting with all PCCs and Policing Minister (virtual)

- f) Audit Committee

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

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

The PCC has published a formal response to the HMICFRS thematic inspection on Roads Policing, published on 15 July 2020. This is attached at **Annex F** of this report.

- h) Emergency services collaboration

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

- An item on Norfolk Fire & Rescue Service (NFRS) Training Facilities was considered by the Cabinet when it met on 7 September 2020. View the Cabinet report and minutes [here](#).
- An update on progress by the NFRS in delivering the HMICFRS Inspection Improvement Plan was considered by the Cabinet when it met on 7 September 2020. View the Cabinet report and minutes [here](#).



### 3. Suggested approach

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

### 4. Action

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



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## PCC's Decisions

### Commissioned Services – Support Victims and Reduce Vulnerability

#### **Ministry of Justice COVID-19 – Extraordinary Fund**

##### *Decision 2020-27*

The PCC approved the Grants awards using the Ministry of Justice Extraordinary Fund COVID-19 to support those organisations delivering domestic abuse and sexual violence services to victims within Norfolk. View the full decision notice [here](#) for details of how funding was awarded and a breakdown of the recommended grants and funding amounts, totalling £249,819.

#### **Emergency funding for organisations supporting victims of domestic abuse and sexual violence in response to COVID-19**

##### *Decision 2020-28*

The PCC approved the Grants awards using OPCCN Community Safety and Commissioning Funding to support those organisations delivering domestic abuse and sexual violence services within Norfolk, who have been affected by COVID-19. View the full decision notice [here](#) for details of how funding was awarded and a breakdown of the recommended grants and funding amounts, totalling £241,466.

### Estates

#### **Hethersett Old Hall School – Works Progress**

##### *Confidential Decision 2020-24*

The PCC approved the release of funds for the development of revised phased refurbishment building works.

#### **Carmelite House – Temporary Accommodation**

##### *Confidential Decision 2020-25*

The PCC approved the acquisition of a 'Tenancy at Will' for the use of temporary offices at Carmelite House.

#### **Caister On Sea Police Station – Site Sale**

##### *Confidential Decision 2020-26*

The PCC approved the sale of the former Caister On Sea Police Station.

### Other

#### **Police Education Qualification Framework - Approval to award**

##### *Confidential Decision 2020-29*

The PCC provided a seal of approval to proceed with the contract award.

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

### PCC comments on latest crime figures for Norfolk

Norfolk's Police and Crime Commissioner, Lorne Green, has released the following statement in response to the publication of the latest recorded crime data by the Office for National Statistics (ONS) for England and Wales.

17 July 2020

### Extra funding for sexual violence support service to target 'hidden' victims

Extra funding has been secured to bolster a team of specialists working to support victims of rape and sexual assault in Norfolk – with a particular focus on helping 'hidden' victims to access the service.

21 July 2020

### Police response to pandemic under spotlight at virtual accountability meeting

Norfolk's Police and Crime Commissioner (PCC) has held a virtual accountability meeting with the Chief Constable to scrutinise the policing response to COVID-19 and the impact of the pandemic on the county's policing service.

22 July 2020

### Initiative to reduce burglaries and thefts in Norwich welcomed by PCC and partners

A scheme to protect residents from becoming victims of burglary or theft is being rolled out in areas of Norwich thanks to funding secured by the Office of the Police and Crime Commissioner for Norfolk (OPCCN).

28 July 2020

### Project supporting prison leavers extended thanks to partnership backing

A project launched last month to prevent homelessness among ex-offenders and reduce the likelihood of them returning to crime is already set to be extended thanks to backing from a partnership of local organisations.

30 July 2020

### Scheme to help turn prisoners' lives around while rehoming dogs proves a success

A project which aims to improve the well-being and mental health of prisoners with a little help from a few four-legged friends has been praised for its success.

20 August 2020

### Parents encouraged to attend virtual webinars to protect young people from gangs and County Lines

Parents across Norfolk are being asked to sign-up to a series of virtual workshops aimed at educating them about the dangers of criminal exploitation of young people.

26 August 2020

### Norfolk road safety views needed for national review

Norfolk's Police and Crime Commissioner (PCC), Lorne Green, is encouraging the county's residents to share their views on road safety in order to help inform a Government review.

8 September 2020

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

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

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

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

<b>Date: 29 September 2020</b>	
Subject	Summary
<b>Public agenda</b>	
Police and Crime Plan: Good Stewardship of Taxpayers' Money	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <ol style="list-style-type: none"> <li>1. The report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for the current year 2020/21.</li> <li>2. A high-level update on the Estates Programme is included.</li> <li>3. The Performance Metrics for Good Stewardship of Taxpayers' Money are also included.</li> </ol> <p><b>Recommendation:</b> PCC to note the report</p>
Constabulary Covid-19 Update	Verbal update.
Police and Crime Plan Theme: 'Increase Visible Policing'	<p>This paper aims to update the Norfolk Police and Crime Commissioner on the progress made by the Constabulary against the national plan to uplift the number of police officers. The report provides:</p> <ul style="list-style-type: none"> <li>• a summary of the Norfolk Uplift Plans;</li> <li>• an outline of the current progress on recruitment;</li> <li>• an update on the proposed approach to training;</li> <li>• a briefing on the operational impact of the increase in officers.</li> </ul> <p><b>Recommendation:</b> PCC to note the report</p>
Police and Crime Plan Theme: 'Prevent Offending'	<p>This report sets out an overview of the impact of the COVID-19 on the Criminal Justice System (CJS). It includes an update on the police and partner response to ensure that victims and witnesses are supported alongside ensuring offenders continue to be brought to justice.</p> <p><b>Recommendation:</b></p>

	PCC to note the report
Emergency Services Collaboration Group Update	Verbal Update
Emerging Operational/Organisational Risks	Verbal Update

The next PAF meeting is scheduled to take place on 25 November 2020.

Public question and answer sessions: Due to COVID-19 restrictions, these events are currently on hold. Details of the next public question and answer session will be published in due course.

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

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

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

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

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

The next meeting is yet to be scheduled.

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

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

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

## List of items discussed at the most recent Audit Committee meetings

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

<b>Date: 21 September 2020</b>	
Subject	Summary
<b>Public agenda</b>	
Action Log	To review and update the Committee's action log.
Internal Audit	To review Internal Audit's: <ul style="list-style-type: none"> <li>- 2020/21 Progress report</li> <li>- follow-up report</li> </ul>
Corporate Governance Framework	To review and note the updated Corporate Governance Framework.
Annual Governance Statement	To review and note the annual governance statement.
Audit Committee Skills review	To consider an update on the Skills Audit Questionnaire.
Treasury Management briefing note on issues arising from Covid 19	To consider an update on the impact of COVID – 19 on treasury management.
Forward Work Plan	To review the Forward Work Programme.
<b>Private Agenda</b>	
Strategic Risk Register Update and Covid 19 response	Report from Chief Executive and Chief Constable – OPCCN and Norfolk Constabulary, not published.

The next Audit Committee meeting is due to be held at 2pm on Monday 20 October 2020.

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

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

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

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

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

Inspection Title:	<b>Roads Policing: Not optional – An inspection of roads policing in England and Wales</b>
Date Published:	<b>15<sup>th</sup> July 2020</b>
Type of Inspection:	<b>Thematic</b>

**KEY FINDINGS:**

Before 2013 there were sustained reductions in road deaths in England and Wales. Since then the number of road deaths has levelled off and there are signs of an upturn, yet HMICFRS found that the importance of roads policing has been in decline for some years. There has been less enforcement of drink/drug driving and not wearing seatbelts, with an increase in deaths attributed to these offences.

Roads policing has evolved from 'traffic officers' who were mainly focused on enforcement of road traffic legislation, and dealing with road traffic collisions, to a wider concept of policing the roads. This includes the use of roads policing resources to target criminals who use the road network for their criminal purpose.

In this inspection – "[Roads Policing: Not optional – An inspection of roads policing in England and Wales](#)" – HMICFRS reviewed seven forces (Norfolk Constabulary wasn't one of these) to examine how effectively the road network of England and Wales is policed and sought to establish:

- 1) Are national and local roads policing strategies effective?
- 2) Does capability and capacity match demand?
- 3) Do the police engage effectively with the public and partners?
- 4) How well police officers are trained to deal with roads policing matters?

The inspection found:

- some good initiatives, but too often the effect of these was unclear due to a lack of analysis and evaluation;
- when it was identified, good practice wasn't shared across forces in an effective manner;
- support provided to national road safety campaigns wasn't consistent, which adversely affected their effectiveness; and
- too often officers hadn't been given the appropriate training and support to allow them to carry out a critical role.

HMICFRS have made 13 recommendations and three areas for improvement, to the police and other bodies, to improve the effectiveness of roads policing in England and Wales.



## **Recommendations:**

### Recommendation 1

By 1 August 2021, the Department for Transport and the Home Office should develop and publish a national road safety strategy that provides clear guidance to the police, local authorities, highways agencies and other strategic partners. The strategy should include an explanation of the roles and responsibilities of each agency and the expectations of central government.

### Recommendation 2

By 1 August 2021, the Home Office should revise the Strategic Policing Requirement to include an explicit reference to roads policing. Any revision should also include guidance on which bodies the requirement to collaborate with extends to.

### Recommendation 3

By 1 April 2021, the Home Office should use the statutory power under section 7(4) of the Police Reform and Social Responsibility Act 2011 to issue guidance on what should be included within future police and crime plans. The guidance should require reference to roads policing in all police and crime plans.

### Recommendation 4

With immediate effect, chief constables should make sure that roads policing is included in their force's strategic threat and risk assessments, which should identify the areas of highest harm and risk and the appropriate responses.

### Recommendation 5

By 1 April 2021, the National Police Chiefs' Council should review the role and structure of national roads policing operations and intelligence.

### Recommendation 6

With immediate effect, chief constables should make sure:

- their force has enough analytical capability (including that provided by road safety partnerships) to identify risks and threats on the road network within their force area;
- that information shared by partners relating to road safety is used effectively to reduce those risks and threats; and
- there is evaluation of road safety initiatives to establish their effectiveness.

### Recommendation 7

By 1 August 2021, the Department for Transport, in consultation with the Home Office and the Welsh government should review and refresh Department for Transport Circular 1/2007. The Circular should include a requirement that forces, or local road safety partnerships should publish the annual revenue received as a result of the provision of driver offending-related training and how that revenue has been spent.

#### Recommendation 8

With immediate effect, chief constables should make sure that their force (or where applicable road safety partnerships of which their force is a member), comply with (the current version of) Department for Transport Circular 1/2007 in relation to the use of speed and red-light cameras.

#### Recommendation 9

With immediate effect, in forces where Operation Snap (the provision of digital video footage by the public) has been adopted, chief constables should make sure that it has enough resources and process to support its efficient and effective use.

#### Recommendation 10

With immediate effect, chief constables should satisfy themselves that the resources allocated to policing the strategic road network within their force areas are sufficient. As part of that process they should make sure that their force has effective partnership arrangements including appropriate intelligence sharing agreements with relevant highways agencies.

#### Recommendation 11

By 1 August 2021, the College of Policing should include a serious collision investigation module for completion along with the Professionalising Investigation Programme. This should include:

- minimum national training standards; and
- certification for all serious collision investigators.

Chief constables should make sure that all serious collision investigators in their force are then trained to those standards.

#### Recommendation 12

With immediate effect, chief constables should make sure that appropriate welfare support is provided to specialist investigators and family liaison officers involved in the investigation of fatal road traffic collisions.

#### Recommendation 13

By 1 April 2021, the College of Policing and the National Police Chiefs' Council should establish role profiles for defined functions within roads policing and identify the required skills and capabilities.

#### **Areas for improvement:**

- 1) Force-level support to national roads policing operations and intelligence structure is an area for improvement.
- 2) The efficient and effective exchange of all collision data with other relevant bodies is an area for improvement.
- 3) The awareness and understanding of the changes in the Professionalising Investigation Programme within police forces is an area for improvement.

## CHIEF CONSTABLE RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

Whilst Norfolk Constabulary was not one of the forces subject to inspection, we welcome and accept the report's recommendations. Many of the recommendations are either already in place or in the process of being delivered.

We recognise that, with investment, more could be done to enhance our Roads Policing activity. We will give careful thought to how we might do that set against other significant demand and financial pressures facing the force as set out in our Force Management Statement.

## PCC RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

While I welcome this report, and concur with the Chief Constable that more can always be done to enhance the Force's roads policing activity, I am keen to point out that 'improving road safety' has always been one of my main strategic objectives within my [Police and Crime Plan](#).

It is a simple fact that dangerous driving kills – whether through excessive speed, being drunk or on drugs, failing to wear a seatbelt, or not giving the road your full attention. This is why road safety has always been a key focus of my office with strategic objectives laid out in my Police and Crime Plan within this priority area, including:

- 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).

Not long after I was elected Norfolk's PCC I launched the #IMPACT campaign aimed at educating young drivers about road safety. Thousands of young people have taken part in this initiative which has been actively supported by Norfolk Constabulary, Norfolk Fire and Rescue Service and the East of England Ambulance Service.

In Norfolk I have also ensured crucial investment in Community Speed Watch teams the length and breadth of the county.

I support the publication of national road safety strategy which I hope will ensure a consistency and commitment to roads policing across the country.

I also fully support the recommendation to provide more welfare provision for specialist investigators and family liaison officers so they in turn can continue to provide vital, valued support to those whose loved ones have been sadly taken away.

I am confident Norfolk Constabulary will give this report careful consideration and will take any learning on board to improve the local police response to road safety.

### For Office Use Only:

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

## Forward Work Programme

Date	Item	Attendees
10am, 1 December 2020, Virtual meeting	<b>PCC's 2021-22 Budget Consultation</b>  <b>Police and Crime Plan performance monitoring (including commissioned services)</b>  <b>Complaints Policy Sub Panel - update</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>National Police and Crime Panel Conference 2020</b>  <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
January 2021, Virtual meeting (to be confirmed)	<b>Panel Member briefing – review of PCC's precept proposal</b>	
10am, 2 February 2021, Virtual meeting	<b>Review the PCC's proposed precept for 2021-22 (the Panel must review and report by 8 February 2021)</b>  <b>Police and Crime Plan performance monitoring (including commissioned services)</b>  <b>PCC Complaints Monitoring Report</b>  <b>Complaints Policy Sub Panel – update</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable

10am, 16 February 2021, Virtual meeting	<b>Reserve date – to review a revised precept for 2021-22, if vetoed (the Panel must review and report by 22 February 2021)</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 20 April 2021, Virtual meeting (to be confirmed)	<b>Police and Crime Plan performance monitoring (including commissioned services)</b>  <b>Complaints Policy Sub Panel – update</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Norfolk Police and Crime Panel Annual Report 2020-21</b>  <b>Forward Work Programme</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable
May 2021	<b>PCC elections</b>	
June 2021 (To be confirmed)	<b>Panel Member induction / informal meeting with PCC</b>	
June 2021 (To be confirmed)	<b>Election of Chairman and Vice-Chairman</b>  <b>Balanced Appointment Objective</b>  <b>Panel Arrangements and Rules of Procedure – Review</b>  <b>Police and Crime Plan performance monitoring (including commissioned services)</b>  <b>PCC Complaints Monitoring Report</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Norfolk Police and Crime Panel funding</b>	Commissioner, supported by members of the Commissioner's staff and Chief Constable

	<b>Co-opted Independent Member Recruitment</b>  <b>Forward Work Programme</b>	
September 2021 (To be confirmed)	<b>PCC's 2020-21 Annual Report</b>  <b>Independent Custody Visitor Scheme Annual Report 2020-21</b>  <b>Complaints Policy Sub-Panel – Update</b>  <b>Information bulletin – questions arising to the PCC</b>  <b>Forward Work Programme</b>	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 Policy Sub Panel**

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

Date of last meeting: 8 September 2020

Next meeting: 12 November 2020

#### **PCP training and network events**

- Eastern Region PCP Network: 17 September 2020, virtual meeting (William Richmond and Kevin Pellatt to attend)
- LGA webinar for PCPs: 22 September 2020 (William Richmond and Kevin Pellatt to attend)
- Annual PCP conference: 24 November 2020, Scarman House, Warwick Conference Centre (Kevin Pellatt and Peter Hill to attend)

#### **For information**

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

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

- Tuesday 25 November 2020

PCC public question and answer sessions – Due to COVID-19 restrictions, these events are currently on hold. Details of the next public question and answer session will be published in due course.

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