

Norfolk Police and Crime Panel



Date: **19 September 2019**

Time: **10am**

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

Panel Members are invited to a pre-meeting at 9.15am on 19 September 2019 in the Colman Room at County Hall.

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

Membership

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

Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

**For further details and general enquiries about this agenda
please contact the Committee Officer:**
Nicola LeDain on 01603 223053
or email committees@norfolk.gov.uk

A g e n d a

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

2. Minutes

To confirm the minutes of the meeting held on 2 July 2019.

(Page **5**)

3. Declarations of Interest

Norfolk County Council and Independent Co-opted Members

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

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

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

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

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

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

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

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

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

5. Public questions

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by 5pm on **Wednesday 11 September 2019**.

- 6. Police and Crime Commissioner for Norfolk's 2018-19 Draft Annual Report** (Page **12**)

To review the PCC's draft Annual Report.

- 7. Complaints Policy Sub Panel – Update** (Page **62**)

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

- 8. Information bulletin – questions arising to the PCC** (Page **66**)

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

- 9. Work Programme** (Page **79**)

To review the proposed work programme.

Date Agenda Published: Wednesday 11 September 2019

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Norfolk Police and Crime Panel

Minutes of the Meeting held on 2 July 2019 at 10am in the Council Chamber, County Hall, Norwich

Members Present:

Cllr William Richmond (Chairman)	Norfolk County Council
Cllr Martin Storey	Norfolk County Council
Cllr Tim Adams	North Norfolk District Council
Cllr Michael Edney	South Norfolk Council
Cllr Colin Manning	Borough Council of King's Lynn and West Norfolk
Cllr Kevin Maguire	Norwich City Council
Cllr Mike Smith-Clare	Great Yarmouth Borough Council
Cllr Stuart Clancy	Broadland District Council
Mr Peter Hill	Co-opted Independent Member
Air Commodore Kevin Pellatt	Co-opted Independent Member

Officers/Others Present:

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

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

- 1.1 Apologies had been received from Cllr Alison Webb and Cllr Sarah Butikofer.

2. Election of Chairman

- 2.1 Cllr William Richmond was elected as Chairman for the ensuing year.

3. Election of Vice-Chairman

- 3.1 Air Commodore Kevin Pellatt was elected as Vice-Chairman for the ensuing year.

4. Minutes

- 4.1 The minutes of the meeting held on 30 April 2019 were agreed as an accurate record and signed by the Chairman.

5. Members to declare Interests

- 5.1 There were no interests declared.

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

- 6.1 There were no items of urgent business.

7. Public Questions

- 7.1 No public questions had been received.

8. Balanced Appointment Objective

- 8.1 The Panel received the report outlining the Panel's balanced appointment objective and considered whether it was being met according to Schedule 6, paragraphs 31 and 32, of the Police Reform and Social Responsibility Act 2011 ("the Act").
- 8.2 The Panel **AGREED** that the balanced appointment objective was being met and **ENDORSED** the independent member appointments for 2019-20.

9. Panel Arrangements and Rules of Procedure - Review

- 9.1 The Panel received the report outlining the Police and Crime Panel's Arrangements and Rules of Procedure for members to review.
- 9.2 The Panel;
- **ENDORSED** the existing Panel Arrangements as at annex 1 of the report.
 - **ENDORSED** the existing Rules of Procedure as at annex 2 of the report, including the scheme for public questions.

- **ENDORSED** the detailed guidance for handling complaints about the conduct of the PCC as at annex 3 of the report and **APPOINTED** the following members to be involved in the process;
Air Commodore Kevin Pellatt
Cllr Sarah Butikofer
Cllr Mike Smith-Clare
Mr Peter Hill
Cllr Michael Edney
- **APPOINTED** Air Commodore Kevin Pellatt, Cllr Sarah Butikofer, Cllr Mike Smith-Clare, Mr Peter Hill and Cllr Michael Edney to the Complaints Policy Sub-Panel.

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

10.1 The Panel received the annexed report (10) from the OPCCN which provided an update of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020 (priority 2: Support Rural Communities and priority 4: Improve Road Safety).

10.2 In response to Panel Members' questions, the following points were noted:

- a. The Panel noted that the policing command structure for North Norfolk was to be merged with Great Yarmouth from September. There was concern about how this would affect the policing resources across each District and the PCC was asked how this would affect the delivery of his strategic priorities.

The PCC explained that his priorities remained and that the Chief Constable had assured him the change would not impact their delivery. The Chief Constable confirmed that Great Yarmouth and North Norfolk would share a Commander from September. Reflecting on the Broadland District Council and South Norfolk Council model of joint working, he considered that the Constabulary should be following a similar route. The Chief Constable assured the Panel that the change would have no effect on the delivery of the PCC's strategic priorities or the focus that each District received, especially at peak times of the year. They would still have a Superintendent and a Chief Inspector overseeing each. The PCC added that he would be holding a public question and answer session on the 22 July in North Norfolk and would be able to give assurance to the residents of North Norfolk to that effect.

- b. Referring to the data on p72 of the agenda, the Panel noted that the percentage of rural emergencies not responded to in time had decreased over the last 12 months and queried if this data would be available on an ongoing basis.

The Panel heard that as well as an increase in the number of calls, there had also been an increase in the number of newly recruited police officers. This had led to a pinch point around learning and development, which had then in turn effected response times as the new recruits did not all yet have the right skills and accreditation needed. The Chief Constable assured the Panel that this was temporary, and it was acknowledged that performance in this area needed to

improve.

- c. Referring to p75 of the agenda, the Panel suggested that the PCC's 'improve road safety' performance measures could be reviewed to ensure that they picked up the key messages being made in the commentary. For example, the commentary stated that 25% of Killed and Seriously Injured collisions (KSIs) in Norfolk involved a motorcycle. Being such a significant statistic, this might be an area of partnership activity which the PCC could focus his support on and a clear performance measure might assist.

The Panel heard that Norfolk was not achieving the current road safety objectives and that a new casualty reduction strategy was under development. There was a new profile of motorcyclists, with older generations investing in a motorcycle rather than cars. Motorcyclists were more vulnerable than those in cars, so investment had been made in rider training and awareness which was hoped to make a difference.

- c. The Panel was pleased to see campaigns such as #Impact taking place however it was suggested that the PCC might determine some measures to establish how effective they were at improving road safety. The Panel acknowledged that this could be a difficult task.

The PCC explained that his #Impact campaign reached approximately 6000 young people each year, and that number could be multiplied given the use of social media to comment on and react to the experience. Each young person was also asked to complete a pledge card, which could be followed-up but the PCC questioned whether that would be the best use of his resources. The next #Impact event was due to take place the following Monday in front of the Forum in Norwich and Panel Members were encouraged to attend. The Chief Constable added that there were too many variables to enable functional measurement of the influence of those programmes on an individual's road use without the investment of significant resource. A Panel Member who had already observed one of these events reported that it had made a significant impression on him, and he encouraged the PCC to continue with the campaign as he was certain it would have had a similar effect on others. .

- d. Referring to the data on p81 of the agenda, the Panel noted that both indicators (the number of KSI collisions and the number of KSI collisions involving vulnerable road users) had increased over the last twelve months and performance was clearly some way off the Casualty Reduction Partnership's target. The Panel asked how the PCC might better influence the Partnership's activity, in order to reduce the number of KSI collisions, and whether the National Association of PCCs might have a role in engaging with car manufacturers and dealers to improve road safety.

The PCC commented that while the Highways Agency was responsible for implementing some of the Casualty Reduction Partnership's recommendations, there had been other delays in taking forward work in some areas, such as the installation of speed cameras on the A149. The Chief Constable also reported that Norfolk and Suffolk Constabularies had the third highest proportion of officers trained and equipped with drug wipes, behind Merseyside and the Metropolitan

Police, which was an enormous effort considering the sizes of the forces in comparison. The number of people driving with drugs in their system was frightening and it far outweighed the number of drink drivers. The PCC committed to raise the matter of engaging with car manufacturers and dealers with eastern region PCCs.

- e. The Panel asked if agricultural vehicles had a bearing on the number of collisions taking place on Norfolk roads and if there was any data to this effect.

The Chief Constable reported that he was not aware of any data which suggested that agricultural vehicles played a part in the number of accidents. If an agricultural vehicle did not pull over to allow other traffic to pass, the driver could be found guilty of inconsiderate driving.

- f. Usage of mobile phones whilst driving had reduced. The penalties of 6 points and a large fine were a big disincentive. The Chief Constable reported that he was still aware of drivers using their phones, but it was not so frequent, and until it became anti-social in the way that drink driving had become, people would continue to do so.
- g. The number of Community Speedwatch teams was increasing throughout Norfolk. Because their coverage had expanded, it allowed Norfolk Constabulary to allocate the Speedwatch van to hotspots to help reinforce the message. The Chief Constable was unsure if there had been any prosecutions resulting from information reported by the Speedwatch teams but this could be checked. There was a short discussion on the impact of the Speed Awareness Message (SAM) cameras that were available for Parishes to purchase. The Panel encouraged the PCC to find a way to help Parishes fund these as part of his strategic priority to improve road safety in Norfolk and reduce the number of KSI collisions.
- h. Referring to point 48 on page 70 of the agenda, the Chairman asked if any other conservation groups such as Royal Society for the Protection of Birds (RSPB) had been invited to attend the Community Rural Advisory Group (CRAG).

Although they hadn't, the PCC explained that extra investment and awareness had been put into rural crime. This was explained in the recently published Rural Policing Strategy annual report booklet (which would be made available on the OPCCN website) and a £200k drone investment. The Panel also thanked the Constabulary for the work it had done to tackle hare coursing, which now appeared to be in decline.

- i. Special Constables were now deployed in the locality where they lived instead of being in specialist teams. This change had seen an increase in the recruitment of Special Constables as they felt they were doing something specifically in their own communities.
- j. The Panel noted that there had been several arsons recently and asked the PCC what he was doing to prevent this type of activity.

The PCC reported that more prevention and enforcement was needed. Norfolk's

Police and Fire and Rescue services were now working closer together than ever before. The two services were now sharing the control room at the Wymondham Headquarters, which would increase the opportunity for shared intelligence and information exchange. Fire and Rescue Service officers were also due to move into offices based at Wymondham to support increased collaboration. The PCC had also invited the Chief Fire Officer and Chairman of the Fire and Rescue Authority to take part in his public question and answer sessions, which frequently took place around the county.

- k. The Panel thanked the authors for including an explanation of each police operation in the report.

10.3 The Panel;

- **NOTED** the update on progress with delivering the Police and Crime Plan for Norfolk 2016-2020; and
- **AGREED** to **RECOMMEND** to the PCC that his 'improve road safety' performance measures be reviewed, to better influence the way that casualty reduction targets are being addressed.

11. PCC Complaints Monitoring Report

- 11.1 The Panel received the annexed report (11) which updated the Panel with the monitoring information from the PCC's Chief Executive and Norfolk County Council's Head of Democratic Services about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk (PCC).
- 11.2 For the benefit of the new Panel Members, the Chairman of the Complaints Policy Sub-Panel highlighted that policy development had been halted from Westminster due to Brexit discussions. Any developments would be communicated through OPCCN. He also highlighted that OPCCN received very few PCC conduct complaints, in comparison with other areas of the country, which was a credit to the PCC, Chief Constable and his team.
- 11.3 The Panel **NOTED** the regular monitoring information.

12. Information Bulletin – questions arising to the PCC

- 12.1 The Panel received the information bulletin which summarised both the decisions taken by the PCC and the range of his activity since the last Panel meeting.
- 12.2 The Panel heard that the deadline for tenders for a £1.5million investment from the PCC for a service for victims of sexual abuse would close tomorrow. There had been a detailed specification developed in conjunction with range of partners, including those from health. It was clear that there was limited support available across the County for victims of sexual abuse and this was an issue that the PCC wished to address.

12.3 The Chief Executive of OPCCN highlighted from the report that five members of the PCC's office had spent time with Special Constables. It was part of a wider training and learning programme and had been well received. Panel Members encouraged their colleagues to spend time with Police Officers and staff, as the experience was always valuable.

12.4 The Panel **NOTED** the information bulletin.

13. Norfolk Police and Crime Panel Funding

13.1 The Panel received the report which provided information on the 2018-19 Home Office Grant and the proposed 2019-20 Home Office Grant for consideration.

13.2 The Panel;

- **NOTED** the 2018-19 expenditure
- **NOTED** the 2019-20 grant allocation
- **ENDORSED** the 2019-20 expenditure.
- **AGREED** the process for approving Panel Member attendance at additional external training events and conferences set out in the report.

14. Work Programme

14.1 The Chairman highlighted that the meeting scheduled for 18 September 2019 may be moved to 19 September 2019 pending consultation with OPCCN.

14.2 The Panel **AGREED** the proposed work programme.

Meeting ended at 11.10am.

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



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Police and Crime Commissioner for Norfolk's Draft Annual Report 2018-19

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 2018-19 and agree what report or recommendations 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".

2. Purpose of today's meeting

- 2.1 This is the third Annual Report that has been presented to the Panel during the current PCC's term of office. It provides an opportunity for Members to hold the PCC 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 2018-19, the challenges that have arisen during 2018-19, and known future challenges. The report provides the latest available performance metrics for all his priorities, in addition to an overview of some of the work that has been carried out in those areas during 2018-19.
- 3.2 After the PCC has introduced his Annual Report, the Panel may wish to ask questions on the following areas:
 - a) 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 increase in number of KSI collisions,

particularly those involving vulnerable road users; the rise in recorded crime; falling solved rates; the slight drop in percentage of emergencies responded to within target, particularly in rural areas).

- b) How provision of accurate police performance data continues to be challenged by the PCC.
- c) 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.
- d) How the PCC is harnessing the national focus on tackling serious and violent crime to influence local partnership working.
- e) How implementation of the new Norfolk 2020 policing model is progressing and the impact it is having on delivering the Plan.
- f) How the PCC is supporting the police through exploiting advances in technology.
- g) Progress with delivering identified savings and opportunities arising from regional collaboration.
- h) How the forecast 2022/23 budget gap of £5m will be bridged.
- i) The monitoring and management of efficiency savings and service growth pressures.
- j) The impact that commissioned services are having on community safety across the county and victims of crime.
- k) How the PCC is working with criminal justice agencies to ensure that the system is working effectively as possible for victims, witnesses and offenders.
- l) Progress with achieving the equality objectives, and the impact of the PCC's focussing support on groups vulnerable to both victimisation and offending.
- m) How the PCC is encouraging local communities to have their say on key issues, including the development of the Norfolk PCC Youth Commission and the influence of the Independent Advisory Group (IAG).
- n) The influence that Independent Custody Visitors are having on the Constabulary, to ensure that areas of concern outlined by HMICFRS

(following their unannounced inspection of the joint Custody facility in May 2018) are being addressed.

- o) Ongoing and future challenges for the PCC (emergency services collaboration, police integrity reforms, the Government's commitment to funding an increase in police officers, the possibility of an enhanced role for PCCs in the criminal justice system).
- p) Risk management and any areas of concern which have been identified by the Audit Committee.
- q) The extent to which, at this stage of his term of office, 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.
- r) 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 2018-19 and agree what report or recommendations it wishes to make to the PCC.



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ANNUAL REPORT 2018/19

Foreword:

I am pleased to introduce my third annual report for 2018-2019, which provides me with the opportunity to reflect on the last 12 months and highlight some of the key achievements and challenges I experienced in my role as your Police and Crime Commissioner (PCC).

I have worked closely with Norfolk Constabulary to deliver a first-class service the county deserves to meet the complex demands of 21st century policing.

Part of my commitment has focused on visible policing; a priority that I fully understand is very important to our local communities. I recognise the importance that it is not just about being safe but also feeling safe. Changes to the policing model mean we now have more fully-warranted officers in Norfolk than when I took office in 2016.

In November 2018 we saw the arrival of [new laws](#) to 'protect the protectors' whereby people who assault emergency service workers, including police officers, prison officers, firefighters and ambulance crews, could face up to 12 months in prison.

I had been supporting a campaign for a change in the law and had previously written to the county's MPs urging them to back the Assaults on Emergency Workers Bill. Too many of our emergency workers have experience of being assaulted by the very people they are working to protect. An assault on an emergency worker is an assault on us all – they are here to protect us and we have a duty to do all we can to protect our protectors. While I do welcome this new legislation, and hope the threat of a year's jail term will change the behaviour of those who would inflict harm on our emergency workers, I would have liked to have seen the maximum sentence increased even further.

When I was elected as PCC, the people of Norfolk told me about their crime and policing concerns and what they felt they needed from the police to feel safer living and working in our rural areas. I pledged to take up their concerns and drive forward Norfolk's approach to tackling rural crime.

A key first step was to develop a Rural Policing Strategy for the County, and the rural crime annual report published in November 2018 shows just how far we have come in putting that strategy into practice, addressing public concerns and supporting our rural communities to be and feel safe.

From improving police engagement and access to crime information and prevention advice, to working smarter with partners and using 21st century technology to detect, prevent and disrupt criminality in our rural areas, I'm delighted with the progress that's been made so far but we must not let up on our commitment.

I take very seriously the pledge I made to do all I can to prevent young people from being seriously injured or killed on our roads. After I took up office I funded an initiative called the #IMPACT campaign which tours around the county and provides the opportunity to educate young people on the dangers of the fatal four, whether it be drink and drug driving, not wearing a seatbelt, using a mobile phone behind the wheel or excess speeding.

#IMPACT involves Norfolk Constabulary, Norfolk Fire and Rescue Service and the East of England Ambulance Service and the demonstration of a crashed car and the work of the emergency services to respond to such an incident.

We have managed to reach nearly 5,000 young people since the campaign first launched and I will continue to fund this initiative during the rest of my term in office to reach as many young people as possible.

I am pleased I have been able to continue to fund an initiative to help prisoners and ex-offenders to turn their lives around. The Community Chaplaincy scheme was launched back in February 2017 to help those keen to make a fresh start by changing their attitudes and behaviour which previously led to criminality. It was initially funded for two years and I am pleased to have been able to continue this funding for another year.

I have publicly pledged to continue to 'protect and safeguard' young people at risk of criminal exploitation and have actively supported campaigns tackling knife crime and securing funding for crucial projects which are aimed at supporting those at risk of harm and exploitation. From the moment I came into office I have made sure, through my Police and Crime Plan that my emphasis has been on protecting people, helping the vulnerable, preventing crime and reducing the number of lives blighted by horrific offences including knife crime.

My office succeeded in securing £700,000 of the Home Office's Early Intervention Youth Fund (EIYF) in November 2018 to improve working between key agencies including police and children's services in the county. A number of projects have been secured through this funding including an initiative to fund four detached youth workers in the Norwich area to work with young people at risk of criminal exploitation and associated violence including knife crime.

In February 2019 we saw the launch of the new Norfolk Scam Prevention Service which I have funded and one of our key stakeholders on this project is Norfolk and Suffolk Victim Care Service. Last year I became a Friends against Scams 'Scambassador' and I am committed to doing all I can to make Norfolk a scam-free county and prevent people's lives being affected by the acts of these heartless fraudsters.

Providing 21st century tools for 21st century crimes was one of my original pledges and I am pleased to see the progress made with the roll out of Body Worn Videos to police officers and the deployment of additional Tasers to response officers. I will continue to monitor the progress with the roll out of modern and innovative technology to the Constabulary through my police accountability forums with the Chief Constable.

In January 2019, I wrote to Norfolk MPs seeking their support for the Service Animals (Offences) Bill – also known as Finn's Law – which seeks to protect service animals including police dogs and horses. Service animals play a hugely important role in both crime prevention and enforcement with many tales of heroism in Norfolk and am pleased to see that this law has now been enacted.

Following a summer of public consultation on the future police and fire governance I am pleased to be a member of the Norfolk Fire and Rescue Authority. The memorandum of understanding signed by myself and the leader of Norfolk County Council in December 2018 demonstrates my commitment to continued emergency services collaboration.

I remain committed to making Norfolk a safe place to live, work and visit and I will work tirelessly to make sure that Norfolk Constabulary receives a fair share of additional resources from the Government.

TRANSPARENCY

In April 2019, for the fourth 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 27 OPCCs to have been awarded the Open and Transparent Quality Mark 2019 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 the PCC offices which meet their statutory requirements in making information available to the public.

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

In 2018 the Police and Crime Commissioner (PCC) has continued his tour of the county with the Chief Constable, allowing members of the public to ask questions of both the Constabulary and the PCC. The 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. These question and answer sessions have proven to be a successful engagement tool, allowing members of the public to provide feedback directly to the Chief Constable and the Police and Crime Commissioner.

To accompany the evening engagement sessions, the PCC takes time during the day to conduct a walk around the town that is hosting the question and answer session; visiting local businesses, community groups and speaking to residents to gain their views on policing and crime in that particular town or indeed the wider policing district. The PCC is accompanied by either the local Engagement Officer or the Beat Manager. This allows for members of the public who may not be able to attend the evening session, to direct any concerns they may have to the local policing team.

Direct engagement with district residents allows for the PCC to gain feedback regarding how members of the public feel the police best serve their community. Feedback from these district visits enables the PCC to continue in his role of holding the Chief Constable to account and to understand how the priorities set in the police and crime plan are directly impacting on the residents of Norfolk.

Popularity of these events has been helped by early promotion, using platforms such as Twitter and Facebook alongside local media. In addition to these methods the meetings are promoted to the County Council, district and local councils, again allowing for the information about the event to be disseminated far and wide.

The PCC believes that this method of engagement allows him to honour his pledge of making himself more accessible and visible to the Norfolk community and allowing for every man, woman and child to have their say on Norfolk policing.

PROGRESS AGAINST POLICE AND CRIME PLAN OBJECTIVES

Following the PCCs election in May 2016, the PCC undertook a 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

The information which follows provides an overview of some of the work carried out in these priority areas during 2018/19. Full details of all of the objectives can be found in the [Police and Crime Plan](#). The PCCs commitment to promoting equality and fighting discrimination can be found at Appendix A of this annual report.

Appendices B and C provide an overview of the work carried out by the volunteers in the Independent Advisory Group (IAG) and the Youth Commission (YC).

Appendix D sets out the progress being made on the delivery of the Independent Custody Visiting provision in the county.

INCREASE VISIBLE POLICING

This priority focuses on increasing the numbers of volunteers in policing, increasing the opportunities for the public to engage with the police and the PCC. A focus on bringing the community and the police together and giving people an opportunity to influence policing priorities where they live and increasing public confidence and reducing the fear of being a victim of crime.

In response to this priority area, the Norfolk 2020 policing model went live on 1st April 2018. Within the new model there are significant changes to the police officers available for local and visible policing, in addition, there are significant advances in the way that the Constabulary is using technology.

The number of officers on duty per shift in terms of Police Constables and Sergeants has increased across the county for every early, late and night shift, and every public order shift throughout the year.

14 sergeant posts have been recruited to whose roles are dedicated to neighbourhood policing. The sergeant posts ensure that their beat managers are focused on local priorities and local problem solving in the community.

The uplift in Beat Managers from 84 posts to 100 posts has proven to be pivotal in community policing roles. Both the Safer Neighbourhood Team Sergeants and Beat Managers have had mobile working devices rolled out successfully which allow them to reduce their time in stations and increase their visible presence within the communities.

Operation Moonshot was established as a resource to reduce the threat of County Lines in Norfolk through the use of Automatic Number Plate Recognition (ANPR) cameras to target criminality on Norfolk's roads.

Operation Moonshot is innovative and highly visible, it has now been rolled out further across the county and in November 2018, Operation Moonshot City was permanently recruited to following a successful pilot in the West of the County, thus increasing the visible policing presence on Norfolk's roads.

Following the precept increase, the Safer Schools Partnership (SSP) has enabled officer and staff posts to be protected. There are three vacancies that have been converted into two further police officer posts to join forces with Norfolk County Council in further developing the prevention element against County Lines. This will run as a pilot for a six month period.

The use of volunteers in policing is vital and it is pleasing to see that Speed Watch continues to grow across the county and supports local communities concerns around speeding, especially in rural communities.

On 5th May 2018 more than 600 vehicles were caught speeding during a special day of action by Norfolk's team of dedicated Community Speed Watch (CSW) volunteers. The purpose of such schemes is not to spoil our pleasure in responsible driving, but to protect us from unsafe driving.

Another area of volunteering is the Special Constabulary which did see a drop in officers who then successfully joined the regular officers in Norfolk Constabulary through the Norfolk 2020 local policing model. Following this drop the Constabulary has been focused on increasing the number of Special Constabulary officers which included a complete overhaul of the recruitment process and a revamp of their advertising practices to encourage those willing to give up their time in supporting the policing mission.

The Special Constabulary Strategy was released in November 2018 to coincide with the National Special Constabulary Strategy. This will continue the development journey of the Special Constabulary with localised recruitment, alternative and flexible training to meet individual needs. There will also be the introduction of a personal development review (PDR) process and a broader range of posting and specialist opportunities available to officers.

In February 2019, the PCC put forward proposals to the Norfolk Police and Crime Panel to increase the policing element of the council tax which allowed for a significant investment in the frontline, with an increase of 40 officers. This proposal would provide more fully-warranted police officers in Norfolk than when the PCC took up office in 2016 and a greater number of people dedicated to county policing activity than we had immediately before the loss of the 150 Police Community Support Officer (PCSO) positions.

Performance Metrics¹

The precept rise of February 2019 has enabled the Constabulary to uplift the number of police officers to 1,550 from 1,510 the previous year (March 2018). Recruitment continues at a pace to maximise the numbers and to ensure that the establishment is filled taking into account officer retirees in the coming years. The Special Constabulary numbers have seen reductions owing to recruitment to become police officers. This has prevented the intended uplift, but work continues to engage and recruit further specials. An example of this is the highly successful local recruitment pilot conducted at Great Yarmouth, which is now being

¹ Any discrepancy in the 'Difference' column on the performance tables compared to the 'Long-Term Average' column is due to rounding that takes place within the underlying data, as the long-term average is a rounded figure.

implemented more widely. The Force continues to be very grateful to those who are willing to give their time in support of its mission and for Norfolk's communities.

In comparison with this time last year, the effective strength of the uniform policing model has risen from 80% to 92%, which is the level expected allowing for aspects such as long term sickness, absences and maternity. This will result in a greater presence of fully effective, deployable police officers.

It is pleasing to see that the public's confidence in the police remains at a high level given the substantial re-structure, the removal of the Police Community Support Officer (PCSO) role and the continual national news coverage highlighting crime and disorder.

The Neighbourhood Policing element of the Norfolk 2020 Policing Model will be fully operational from July 2019 when South Norfolk Neighbourhood Policing Team goes live. It is anticipated that despite the reductions in engagement resources available owing to austerity, the performance in terms of dealing with community priorities should rise now that all the Beat Managers, Neighbourhood Policing Teams, Moonshot Teams and dedicated neighbourhood Sergeants are in place.

Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Increase Visible Policing	Actual Strength: Police Officers	1,546	1,493	53
	Actual Strength: Police Staff	1,089	1,072	17
	Actual Strength: Special Constabulary	198	205	-7
	Actual Strength: Police Volunteers (data from May 2016)	125	115	10
	Funded Strength: Police Officers	1,512	1,486	26
	Funded Strength: Police Staff	1,121	1,068	53
	% of Police Officer Funded Strength available for front line duties*	89.7%	N/A	
	% of people who agree that they have confidence in police (CSEW)**	81.7%	81.6%	0.1 % points
	% of people who agree that police deal with community priorities (CSEW)**	62.9%	63.1%	-0.2 % points

Figure 1 – Performance metrics against key performance indicators for Increase Visible Policing priority

*% data is only available from June 2016 so a long-term average (3 years) can't be calculated.

**Long-Term Average is based on data from March 2016 to March 2019.

SUPPORT RURAL COMMUNITIES

Since the introduction of the Police and Crime Plan in early 2017 there has been growth across Norfolk Constabulary in regards to the staff and resources that are supporting our rural communities. There has been more activity to increase visibility and improve confidence in policing in rural areas.

This year saw the introduction of the new Community Safety Neighbourhood Policing Team which brings together as a group shared knowledge and skills. The three crime prevention officers have also been aligned to these priorities and together this move has increased the force capability and capacity to undertake highly visible, proactive and preventative work in areas such as rural crime, drone operations and unauthorised encampments.

We have seen an increased number of drone pilots that are conducting training in rural areas and supporting rural communities through a variety of operations. There have been an additional 24 Wildlife Crime Officers trained in 2018 to compliment the 10 already embedded in local policing. A multi-agency drone will be based at Wells which will be accessible to Police, Norfolk Fire & Rescue Service and the Coastguard.

Operation Randall is a dedicated team that targets rural crime, in particular those offences that impact on farmers and people who reside or work in isolated locations and whose premises have been vulnerable to attack.

The Operation Randall Team have increased visibility across the rural communities in a number of ways, however, the greatest emphasis has been on engagement with farmers and the wider community.

The main focus of the Constabulary's cross border activity has been to target hare coursers (referred to as Operation Galileo) as they move across county boundaries. In line with the concordat agreement between Suffolk, Cambridgeshire and Lincolnshire Constabularies, a series of ongoing hare coursing events have taken place on a bi-monthly basis.

There has been a move towards wider rural action days in the past couple of months with poaching, rural thefts and hunt saboteurs being targeted. For example, a recent increase in livestock theft in Norfolk and Suffolk has promoted an intelligence led operation across both counties with the Eastern Region Serious and Organised Crime Unit (ERSOU) and the use of drones to target specific sites.

The outcome of this cross border activity has seen a reduction in the number of hare coursing incidents in Norfolk during the last season and less activity crossing from one county to the other.

The rural communities' newsletter (previously known as the Operation Randall newsletter) has undergone an update to be more reflective of community needs based upon feedback from the community. This includes how to get advice in areas such as mental health illness, partnership work (such as Norfolk Fire and Rescue activity to reduce stack fires) and how to contact other agencies (e.g. the Environment agency for fly tipping).

Subscriber numbers to the newsletter continue to increase. As of January 2019 there were 4,564 current subscribers, this is an increase from 1,583 since the beginning of 2016. The newsletter is also disseminated through a number of partner platforms thereby increasing the reach across the rural community. The list continues to grow but includes:

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

- Norfolk Young Farmers
- Parish Councils

In the past year the Operation Randall team, supported by Architectural Liaison Officers and Rural Beat Managers, have held 14 specific events that have focussed on engaging and supporting rural communities with more than 500 people attending. Feedback from these events has been positive and they will continue.

The Op Randall Team and rural beat managers regularly carry out targeted and random visits to victims of crime and community groups in affected areas to understand the concerns of the community and provide relevant advice and guidance on crime prevention.

We continue to use available social media platforms to share information and engage with rural communities. The team have four established 'Fast SMS' groups across the county.

The Community Rural Advisory Group (CRAG) continues to provide an excellent platform for information sharing and promoting a greater understanding of the challenges facing all attending agencies and rural communities. It is held on a quarterly basis with regular attendance from the following agencies/partners:

- National Farmers Union (NFU)
- Country Land and Business Association (CLA)
- Trading Standards
- Environmental Agency
- Farm Watch
- Norwich Diocese
- Local Authorities

Norfolk Constabulary has recently secured the support of The Forestry Commission to understand the challenges they face on the 50,000 acres that they manage. They have agreed to attend and support all future meetings

The CRAG is also attended by one of the Constabulary's Architectural Liaison Officers and a rural officer/beat manager for the respective area where the meeting is held.

Two years ago the PCC launched an initiative to protect the lead roofs on our heritage buildings. The 'Raise the Alarm' campaign, support by the Diocese of Norwich, other church groups and the community at large, is helping to protect those buildings in the county identified as most vulnerable to lead theft by equipping them with alarms.

Churches are a place of worship and peaceful sanctuary as well as places where friends and family can come together to celebrate special occasions. They continue to be the beating heart of our communities also serving as meeting places for people of all ages which is why one act of senseless vandalism or theft can have a huge impact on the local community.

Since the scheme was launched the police have recorded a near 50% drop in reports of lead theft, however this does not mean we should rest on our laurels. We must continue to do all we can to prevent churches being targeted, including equipping as many as possible with vital alarm systems to prevent such crime and protect our local communities.

In November 2018 the PCC and Norfolk Constabulary published the first annual report on rural crime which provided an overview of progress made on delivering the Rural Policing Strategy. You can view a copy of this report [here](#).

Performance Metrics

An average of 180 hours a month was spent on rural policing by the Special Constabulary in 2018, with peak activity involving attendance at rural events such as the Royal Norfolk Show. For the first three months of 2019, an average of 152 hours a month was spent on rural policing by the Special Constabulary.

The number of rural emergencies responded to within target time has fallen slightly when compared to the long-term average (87.8% in the last 12 months compared to 90.1%); this may be due to an increase in the volume of immediate emergency response (Grade A) incidents. Across the county there have been over 1,500 more emergency response calls in the current 12 month period compared to the long-term average. By area, Great Yarmouth district has remained relatively stable in responding to rural emergencies within target time when compared to the long-term average (94.3% in the last 12 months compared to 94.6%), with North Norfolk district recording the largest decline in the rural emergency response rate over the last 12 months when compared to the long-term average (87.6% from 91.1%).

Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Support Rural Communities	Number of subscribers to Operation Randall Newsletter	4,592	N/A	N/A
	Number of hours spent on rural policing by Special Constabulary*	2,219	2,215	4
	% of rural emergencies responded to within target time	87.8%	90.1%	-2.3 % points

Figure 2 - Performance metrics against key performance indicators for Supporting Rural Communities priority

*Long-term average is from 31st December 2016

Norfolk Constabulary is also able to provide rural emergency response figures by district:

District	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Kings Lynn & West Norfolk	% of rural emergencies responded to within target time	84.6%	87.2%	-2.6 % points
Breckland	% of rural emergencies responded to within target time	89.3%	91.3%	-2.0 % points
North Norfolk	% of rural emergencies responded to within target time	87.6%	91.1%	-3.5 % points
South Norfolk	% of rural emergencies responded to within target time	87.6%	89.2%	-1.6 % points
Broadland	% of rural emergencies responded to within target time	88.6%	90.8%	-2.2 % points
Great Yarmouth	% of rural emergencies responded to within target time	94.3%	94.6%	-0.3 % points

Figure 3 - Performance metrics by District against key performance indicators for Supporting Rural Communities priority

NB: Norwich district does not qualify as a rural location for the purposes of rural emergency response times.

IMPROVE ROAD SAFETY

This priority focuses on tackling dangerous driving through education and enforcement. There is also a strategic objective to reduce speeding in rural communities along with aiming to reduce overall levels of Killed and Serious Injury (KSIs) in the county.

The #IMPACT campaign is an initiative that was launched by the PCC in mid-November 2016 and the PCC has continued to fund this campaign throughout his time in office. 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 to 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.

The total number of interactions with students for 2018/19 is 1,269 from 10 presentations across 10 colleges and sixth forms. Since its introduction #IMPACT has engaged with 4,799 young people who are driving or soon to be driving.

Norfolk Constabulary and the Office of the Police and Crime Commissioner are members of the Norfolk Road Casualty Reduction Partnership and undertake a number of activities outlined in the Road Casualty Reduction Partnership (RCRP) delivery plan that considers education, enforcement and engineering solutions designed to positively affect driver behaviour.

The Safety Camera Partnership (SCP) funds a dedicated 'Fatal 4' offence enforcement police motorcycle team (made up of four officers). The Fatal 4 offences are: excessive speed, not wearing a seat belt, use of mobile phone when driving and drink/drug driving.

The SCP supports Operation Moonshot and the use of ANPR. In 500 operational days (as of March 2019) this achieved 3,000 vehicles stops, 889 traffic offences reports, 933 vehicles being seized and 672 arrests being made.

The SCP funds the provision of road side drug wipes and associated laboratory submissions, a tactic that has previously been unavailable to deal with drug drive offences. As a response to increased provision the Constabulary now tests more people for drug driving than ever before, providing an ability to detect and deal with offenders that impact on Fatal 4 offences and contribute to those killed and seriously injured on Norfolk's roads.

Safer Rider involves the Norfolk Constabulary regularly delivering training in conjunction with Norfolk County Council by way of classroom inputs and test-rides to riders in order to improve hazard perception and provide further considerations on staying safe. This educational programme is aimed at reducing motorcycle Killed Serious Injury's (KSI) through rider engagement and training as opposed to enforce alone.

The Close Pass Scheme is an initiative that targets both drivers who cause danger to cyclists and also cyclists who commit offences likely to increase the risk of injury collisions, Camera footage is obtained and then an educational input is offered rather than prosecution where relevant offences are committed. Action days also focus on identified collision cluster sites, times of day, and days of the week with a commitment of a minimum of six events per year.

As highlighted under the increasing visible policing priority, the work of the Community Speed Watch volunteers is invaluable to helping improve road safety in the county. Road safety is of big concern for Norfolk's residents, with excessive speed being one of the Fatal 4 factors which put our road users at risk and Community Speed Watch is community spirit at its best. The PCC has funded a number of these CSW schemes in the county in areas including Great Yarmouth, South Norfolk and North Norfolk totalling around £12,000.

Performance Metrics

The number of Killed and Serious Injury (KSI) collisions has increased by 9.4% in the last 12 months compared to the long-term average (from 378 collisions to 413). One possible factor for this may be better recording of collision data using the CRASH (Collision Recording and Sharing) system that came into use in 2016. Once the officer records the type of injuries suffered by the casualty, the system automatically provides the severity classification. This might indicate that records are more accurate in the recent years than the long-term average. The traffic levels in Norfolk have also increased over the last few years as well as some significant changes made to the road networks, which may have had an impact on the number of collisions. However, when the number of KSIs is looked at 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). The number of KSI collisions involving vulnerable road users has increased by 14.3% in the last 12 months compared to the long-term average (from 185 collisions to 211). A disproportionately high number of motorcycles are involved in KSI collisions; just under a quarter of KSIs recorded in Norfolk during 2018 involved a motorcycle, yet motorcycles accounted for just 0.9% of vehicle miles travelled nationally in 2016.

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

The responsibility for casualty reduction moved from the Transport section within Norfolk County Council to Public Health. It works in partnership with Norfolk Constabulary and the Fire & Rescue Service to tackle the issue of road safety and a new road casualty reduction strategy based on working to the 'Safe System' goal is currently under development (further details on this approach can be found at: <http://www.pacts.org.uk/safe-system/>)

Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Improve Road Safety	Number of KSI collisions	413	378	9.4%
	Number of KSI collisions involving vulnerable road users*	211	185	14.3%

Figure 4 - Performance metrics against key performance indicators for Improving Road Safety priority

- * Vulnerable road users include pedestrians, cyclists and power two wheelers (such as motorbikes and mopeds).

PREVENT OFFENDING

Reducing Offending Strategy:

The current Norfolk Strategic Framework for Reducing Offending has been in place since 2016. Overall, good progress has been made on delivering against this framework:

- Review of the Integrated Offender Management (IOM) model, strategy and performance framework, which seeks to capture information/data on client progression through the scheme. The local model is becoming an example of best practice.
- Development of a whole system approach for women offenders, which benefits not only agencies in the criminal justice system but all public services working with this cohort of offenders with complex dependency.
- Work with CREST analytics to understand Sentencer's attitudes to community sentences and perceptions on why community sentences have fallen so dramatically over the past decade.
- Strengthening the local mental health and justice pathways for clients touching the criminal justice system and through the gate.
- Supporting the developments of the Youth Offending team (YOT) delivery arrangements in Norfolk.

The framework was reviewed at the end of 2018. As part of the refresh process, as well as assessing progress to date in implementing key deliverables, Board members considered the effect of changes in criminal justice policy and any broader political and policy developments at a national and local level that are likely to have an impact on the delivery of the Framework over the next two to three years.

Following this assessment it was proposed that going forward the Framework's Prevention and Diversion themes be discontinued and replaced by a new, single Prevention and Early Intervention theme, incorporating key deliverables and actions formerly included under the two themes.

It is considered that this new arrangement will allow for a more effective alignment of priorities with other (national and local) strategies and plans - particularly local authority early help strategies and plans - which can potentially help to support the delivery of the Framework going forward and provide an improved basis for joint working with key partners. An overview of how this will affect the Framework strategic theme structure going forward is provided below:

- Prevention/Early Intervention - acknowledging the role that prevention and early intervention can play in preventing the onset of offending behaviour/diverting people away from unnecessary contact with the criminal justice system.
- Offender Management – ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.
- Rehabilitation and Resettlement - delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime.

In addition, the refresh process has also led to the formulation of a revised list of actions under each deliverable to help guide local joint action in support of the delivery of the Framework going forward, for example;

- Improve the availability/effectiveness of family intervention services among families and children of offenders who are deemed to be at increased risk of social exclusion and involvement in offending in later life.
- Ensure the early help structure in Norfolk is effective in preventing crime and anti-social behaviour before problems become entrenched.
- Take forward a programme of work with partners to improve the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders.

Gateway to Employment:

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

Our aim was to get 100 organisations to pledge to offer a new opportunity to someone with convictions, leading to meaningful long term employment. This target was exceeded within one year of launching the campaign.

Progress to date:

- Creation of Project Board
- Ensured project board is supported by appropriate legal/HR expertise
- Worked with local media on promotion campaigns
- Held numerous employer events including
- Creation of website
- Developed data capture process with DWP
- Developed E Newsletter and comprehensive distribution list
- Champion “No-Offence” campaign

Pledges fulfilled (during 2018/9):

- 6 job starts
- 131 interviews
- 26 job offers
- 54 bursary applications
- 23 provision
- Monthly employer fairs held at HMP Norwich

A dream has come true for a Norfolk apprentice who has turned her life around thanks to a scheme launched by the county’s Police and Crime Commissioner and the Department for Work and Pensions.

Alex Burzec, a Support Coordinator at Home Group, found employment through the Gateway to Employment (GtoE) scheme which gives ex-offenders a second chance. Having already been crowned ‘Regional Rising Star’ at the Eastern Region National Apprentice Awards, Alex was hoping to reach for the stars by netting the national title.

In December 2018 Alex’s “ultimate dream” came true after she was presented with a highly commended National Rising Star Award at the National Apprenticeship Awards.

Rescue Rehab:

This project is managed by Norwich Best for Pets and has been running at HMP Norwich from 1st May 2018. The concept of the project is that a number of homeless dogs from a local rehoming centre are taken into HMP Norwich and suitable prisoners will have the opportunity to work alongside the dogs with support from a qualified dog trainer and project assistants to train in the areas of dog handling, training and socialisation.

Sessions are supported by a prisoner mentor and are now fully embedded within the prison regime and education provision.

For those dogs, which have had the appropriate training and temperament, these will be rehomed.

At the end of the project, the impact will be evaluated to establish whether the programme has supported prisoners to:

- gain transferable skills that will enhance their employability upon release
- improve the mental health and general wellbeing of prisoners, through constructive activity that has wider social value
- train dogs for rehoming

Community Chaplaincy:

In February 2019, the Office of the Police and Crime Commissioner awarded an additional £31,800. This additional funding opportunity, until March 2020, will enable the Community Chaplaincy scheme to expand in scope and systemically. It will be able to support more clients across Norfolk and offer greater training and development opportunities for volunteer mentors.

The desired outcomes from the Scheme are:

- Targeted mentoring support for clients, many of whom are vulnerable and have complex needs
- To contribute to a reduction in the frequency and seriousness of offending
- To provide a role model for referred clients and motivate them on the path to desistance
- Clients will be supported and encouraged to achieve and maintain their goals leading to a more fulfilling lifestyle within their communities

These activities involve regular meetings with mentors, identifying and encouraging personal interests of offenders and encouraging them towards education, training / employment.

To date the project has recruited and trained 19 volunteer mentors who are supporting 25 active cases.

Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (WONDER) scheme:

The WONDER scheme seeks to help vulnerable women, who have complex needs in criminal justice settings, access the services and support required to address the root causes of their offending or risk of offending. The operating model follows a Whole Systems Approach (WSA), which undertakes a comprehensive assessment and takes a holistic and coordinated approach to accessing and receiving support.

The current scheme began in March 2018 following a mobilization period running from December 2018 and is managed by St Giles Trust in partnership with Futures Project and City Reach. The WONDER scheme will run until March 2021.

It builds on a 12 month pilot by offering: an extended geographical reach to cover all rural and urban areas of Norfolk, patched based link workers, targeting of more referral sources (i.e. not just the police) and connecting with additional partner agencies.

As of December 2018, 295 referrals had been made to WONDER and offered support. Case studies demonstrate:

- The majority of women do not pose a high risk of harm to the public, but their offending is often prolific.
- They are a group with complex needs, and often access local services in a chaotic way whilst in crisis.
- Women on the scheme have specific needs and face disproportionate disadvantage/high level of trauma and abuse.
- Many of the Women on the scheme are themselves victims of serious crime.
- Many of the Women on the scheme have children and the effects of their offending on their families are significant.

In light of these findings the scheme:

- Has placed a greater focus on community referrals (including the wider police network), as this is identified as an area in which it would be easier to identify women at risk of becoming drawn into the CJS and begin to seek support.
- Women on the scheme with experience of the criminal justice system are becoming involved in developing and delivering a peer led women's support group and contribute to the design of the service.
- Footsteps (mental health service for Women), now provides additional support for those women deemed most vulnerable on the WONDER scheme. This funding was sought by St Giles Trust through the Tampon Tax fund to further enhance the WONDER scheme.

Performance Metrics

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 data is obtained 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 constabularies have used a new system to record crimes called Athena. This system allows staff to add keywords (such as child sexual abuse or rural) to crimes to help categorise them for performance reporting. Thus, long-term averages for certain categories will not be available until October 2019. Historical data is also not available for certain categories of crime as the National Crime Recording Standards have changed over the past four years. Offences such as burglary fall into this category.

Whilst there is no historical data for crimes of child sexual abuse, it is clear that with increased reporting of both current and non-recent offences and greater levels of peer-on-peer offending taking place online that there is an upward trend. This is replicated in other areas such as serious sexual offences and crimes of domestic abuse. This changing face of crime has been well documented within the work to develop Norfolk's new policing model and the Constabulary has allocated greater resources to maintain service levels in these

expanding areas. The development of the new investigation hubs in the east and west of the county will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.

Personal property crimes include the following crime types:

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

Whilst long-term averages for burglary residential data are unable to be provided, they can be provided for the other categories. Of note is that theft of motor vehicle has increased by 17.3% in the last 12 months compared to the long-term average. This should be considered in the context of a preceding long-term decline, but it 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.

The number of recorded domestic abuse crimes has gone up by 31.2% in the last 12 months against the long-term average. A key reason for this increase is a recent business decision that domestic abuses are initially recorded as a crime and only converted to an incident once a crime has been negated. When the crime and incident numbers are combined, the demand is quite stable, seasonal variations aside.

Serious Sexual Offences include crimes of rape and other serious sexual offences, such as sexual assault. Most police forces have recorded a rise in sexual offences; nationally sexual offences have increased by 7% according to the Office for National Statistics for the year ending March 2019. Norfolk has experienced a percentage change slightly lower than the national average and this increase may reflect better recording practices and greater willingness to report offences over the long-term. These figures include offences involving child-on-child offending, reporting of non-recent events and third-party reports. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime.

Robbery has increased by 26.2% from the long-term average. This rise has come from a low starting point and analysis has indicated that a significant number of recent offences took place between victims and offenders already known to the police. This indicates increased reporting from some sections of the community who have previously not engaged.

Better recording standards are believed to have influenced the 15.8% 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. This crime type will also include offences between children (previously sporadically recorded or dealt with by schools) and nursing and care homes where the victim and/or the offender lacks mental capacity.

Rural crimes figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crimes through its Safer Neighbourhood Teams, and through targeted resources such as operations Randall and

Moonshot. King's Lynn & West Norfolk, Breckland and South Norfolk saw the highest number of rural crimes over the last 12 months.

First time entrants (FTE) into the criminal justice system are a measure that is expressed per 100,000 population of Norfolk's 10-17 year olds. The number entering the criminal justice system continues to fall; the long-term average indicates the rate of first-time entrants was 308 per 100,000 and this has fallen to 255 per 100,000 for the last 12 months that data is available (October 2017 to September 2018). There could be a number of reasons for this drop, such as the use of safer school officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. In addition, there are a number of diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process. There is also a greater understanding that a number of children committing crimes have wider vulnerability issues which may be causing the criminality. For these situations, a multi-agency approach through contextual safeguarding at home, school and in the community is more suitable than the criminal justice route.

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

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

Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	1,439	N/A	
	Number of Personal Property Crimes*	12,395	N/A	
	Number of Hate Crimes	1,085	N/A	
	Serious Sexual Offence Crimes (SSO)	1,981	1,695	16.9%
	Number of Domestic Abuse Crimes (DA)	9,673	7,373	31.2%
	Number of Online Crimes	1,387	N/A	
	Number of Robbery Crimes	512	406	26.2%
	Number of Violence with Injury Crimes	7,112	6,141	15.8%
	Number of Rural Crimes	450	N/A	
	Number of first-time entrants to the criminal justice system per 100,000**	255	308	-17.2%

Figure 5 - Performance metrics against key performance indicators for Prevent Offending priority

* 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

** Last 12 Months data refers to the period October 2017 to September 2018 and Long-Term Average data refers to the period October 2015 to September 2018

Norfolk Constabulary is also able to provide rural emergency response figures by district:

KING'S LYNN & WEST NORFOLK				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	243	N/A	
	Number of Personal Property Crimes	1,918	N/A	
	Number of Hate Crimes	128	N/A	
	Serious Sexual Offence Crimes (SSO)	292	226	29.2%
	Number of Domestic Abuse Crimes (DA)	1,443	1,123	28.5%
	Number of Online Crimes	240	N/A	
	Number of Robbery Crimes	55	51	7.7%
	Number of Violence with Injury Crimes	1,092	915	19.4%
	Number of Rural Crimes	119	N/A	
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.	N/A	

Figure 6 - Performance metrics by District against key performance indicators for Prevent Offending priority

BRECKLAND				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	216	N/A	
	Number of Personal Property Crimes	1,701	N/A	
	Number of Hate Crimes	118	N/A	
	Serious Sexual Offence Crimes (SSO)	257	219	17.4%
	Number of Domestic Abuse Crimes (DA)	1,144	953	20.0%
	Number of Online Crimes	191	N/A	
	Number of Robbery Crimes	32	26	23.3%
	Number of Violence with Injury Crimes	892	823	8.4%
	Number of Rural Crimes	114	N/A	
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.	N/A	

Figure 7 - Performance metrics by District against key performance indicators for Prevent Offending priority

NORTH NORFOLK				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	189	N/A	
	Number of Personal Property Crimes	794	N/A	
	Number of Hate Crimes	37	N/A	
	Serious Sexual Offence Crimes (SSO)	195	168	16.1%
	Number of Domestic Abuse Crimes (DA)	710	561	26.5%
	Number of Online Crimes	125	N/A	
	Number of Robbery Crimes	6	10	-38.1%
	Number of Violence with Injury Crimes	514	414	24.1%
	Number of Rural Crimes	59	N/A	
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.	N/A	

Figure 8 - Performance metrics by District against key performance indicators for Prevent Offending priority

SOUTH NORFOLK				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	157	N/A	
	Number of Personal Property Crimes	1,298	N/A	
	Number of Hate Crimes	81	N/A	
	Serious Sexual Offence Crimes (SSO)	219	190	15.3%
	Number of Domestic Abuse Crimes (DA)	989	693	42.7%
	Number of Online Crimes	145	N/A	
	Number of Robbery Crimes	25	18	37.8%
	Number of Violence with Injury Crimes	555	514	8.0%
	Number of Rural Crimes	81	N/A	
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.	N/A	

Figure 9 - Performance metrics by District against key performance indicators for Prevent Offending priority

BROADLAND				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	122	N/A	
	Number of Personal Property Crimes	1,159	N/A	
	Number of Hate Crimes	97	N/A	
	Serious Sexual Offence Crimes (SSO)	184	145	26.9%
	Number of Domestic Abuse Crimes (DA)	938	689	36.2%

	Number of Online Crimes	125	N/A	
	Number of Robbery Crimes	17	17	-1.8%*
	Number of Violence with Injury Crimes	613	568	8.0%
	Number of Rural Crimes	57	N/A	
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.	N/A	

Figure 10 - Performance metrics by District against key performance indicators for Prevent Offending priority

* Long-term average is 17.31 which accounts for this difference.

NORWICH				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	242	N/A	
	Number of Personal Property Crimes	3,416	N/A	
	Number of Hate Crimes	456	N/A	
	Serious Sexual Offence Crimes (SSO)	482	456	5.7%
	Number of Domestic Abuse Crimes (DA)	2,494	1,909	30.6%
	Number of Online Crimes	275	N/A	
	Number of Robbery Crimes	278	203	37.3%
	Number of Violence with Injury Crimes	2,129	1,761	20.9%
	Number of Rural Crimes	2	N/A	
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.	N/A	

Figure 11 - Performance metrics by District against key performance indicators for Prevent Offending priority

GREAT YARMOUTH				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Prevent Offending and Rehabilitating Offenders	Number of Child Sexual Abuse Crimes (CSA)	214	N/A	
	Number of Personal Property Crimes	2,004	N/A	
	Number of Hate Crimes	159	N/A	
	Serious Sexual Offence Crimes (SSO)	277	244	13.5%
	Number of Domestic Abuse Crimes (DA)	1,862	1,393	33.7%
	Number of Online Crimes	261	N/A	
	Number of Robbery Crimes	97	77	25.3%
	Number of Violence with Injury Crimes	1,253	1,106	13.3%
	Number of Rural Crimes	14	N/A	
	Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level.	N/A	

Figure 12 - Performance metrics by District against key performance indicators for Prevent Offending priority

SUPPORT VICTIMS AND VULNERABILITY

Early Intervention Youth Fund:

The OPCCN is currently managing 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 is 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 have been 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.

The MACE team's work focuses on those at risk of becoming subject to exploitation and puts in place intervention and support for individuals, families and the wider community.

Specialist detached youth workers will focus on building relationships with those vulnerable to exploitation in the Norwich area who are not known to other services.

Family support practitioners with specialist knowledge in relation to child criminal exploitation will work alongside the MACE team. Their role focuses on whole family intervention, working with young people in Norwich who have been exploited and ensuring their families feel supported in keeping them safe.

St Giles Trust will bring its SOS+ project across Norfolk, delivering targeted preventative sessions to school children, parents and teachers across the county, with intensive 1-2-1 support for those deemed as at high risk to exploitation.

Pathways out Programme delivered by Mancroft Advice Project will deliver 1-2-1 mentoring to 40 young people aged 17 and under in Norwich who are identified as being vulnerable to criminal exploitation. Mentors will work to build confidence and skills in the young people, providing positive educational and work experiences and raising ambitions, helping them onto an alternative path.

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

The project will continue into early 2020, except for the SOS+ project which has received additional funding from the Norfolk PCC's Hidden Victims Fund enabling this project to run for three years.

Building on the EIYF and its evidence based evaluation approach a funding bid has been submitted to the Youth Endowment Fund to develop a Self-Efficacy and Resilience Building Programme. This project will increase protective factors (including improvements in mental wellbeing, prosocial modelling, self-efficacy, emotional resilience) and reduce risk factors

(such as poor school attendance and conduct problems) all linked to offending and wider risk-taking by developing a universal skill-based school programme and a targeted 'MACE Outreach Team'.

Commissioning of Victim Services:

Under the Ministry of Justice Victims Fund, each PCC has to provide specialist and no specialist services that support victims of crime. Three key services that are commissioned by the OPCCN under this fund are:

1. Norfolk and Suffolk Victims Care Service is a jointly commissioned service by the Norfolk and Suffolk OPCCs and the provider is Victim Support. This service delivers an assessment and triage service to all victims of crime and, once triaged, if the victim requires a support service to enable them to cope and recover from the effects they will be provided with either a case manager or a case worker. Case Managers support victims from an enhanced category which includes: Domestic Abuse, sexual violence, persistently targeted, victims over 70 years or with mental health issues and children and young people. Case workers support victims from the non-enhanced category which includes assault, theft, children and young people (not meeting the case management criteria), unlikely to go to court and be shorter or one off advice and information. Below is a 'snap' shot of the number of referrals received by the Norfolk and Suffolk Victims Care Service for the year 1st April 2018 to 31st March 2019 (Norfolk):

Norfolk & Suffolk Victim Care (Norfolk figs only) Delivered by Victim Support	SV Sexual Violence	DV Domestic Abuse	CSA/CSE Child Sexual Abuse/Child Sexual Exploitation	RJ Restorative Justice	Other	TOTAL
Total number of valid referrals to support services	524	3584	118	31	13183	17388

Figure 13 – Total number of referrals for the period 1st April 2018 to 31st March 2019

2. Specialist Domestic Abuse Services - High Risk, Independent Domestic Abuse Advisors (IDVA's) Service. This service is delivered by Leeway Domestic Abuse and Violence Services and covers the county footprint by providing 12 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. Two of the IDVA's are from BAME communities and support those victims where English is not their first language on their journey to cope and recover.

Specialist Domestic Abuse Services High Risk IDV Service Delivered by Leeway Domestic Abuse and Violence Services	SV Sexual Violence	DV Domestic Abuse	CSA/CSE Child Sexual Abuse / Child Sexual Exploitation	RJ Restorative Justice	Other	TOTAL
Total number of valid referrals to support services	0	2687	0	0	0	2687

Figure 14 – Total number of referrals for the period 1st April 2018 to 31st March 2019

3. Specialist Sexual Violence Support Services are delivered by the Sue Lambert Trust (SLT) by way of a Grant that contributes to the overall service provision. Clients supported by the SLT are aged 11 years+. Although the Trust provides support to all victims affected by sexual violence/CSA etc., on average 65% of clients fall into the

category of 'historic cases of childhood sexual abuse'. These cases are multifaceted and require intensive support/counselling due to the nature of the abuse. These clients can present with poor mental health and/or substance misuse and alcohol problems. Numbers of clients requiring service outstrips service provision and a wait list for the Trust's counselling services is operated. Whilst on the waiting list clients can seek support from by telephone, one off 'grounding' sessions, or group work. The waiting list is continually reviewed by the Trust to ensure risk is managed. During this reporting period the Trust closed its waiting list as it had become untenable to manage (approx. 400 clients) and therefore no new referrals were accepted between April-August 2018. After this period the trust only accepted self-referrals, with the exception of Police or Sexual Assault Referral Centre (SARC) referrals. It should be noted however the Trust supported those organisations that wished to discuss any clients that they wished to signpost to the trust.

This closure period affected the number of referrals received by the Trust during this financial period; however it enabled the Trust to greatly reduce the wait list to 48 at the end of December 2018 and concentrate on delivery of services to those on this list or who were in service.

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	RJ Restorative Justice	Other	TOTAL
Total number of valid referrals to support services	179	1	19	0	0	199

Figure 15 - Total number of referrals for the period 1st April 2018 to 31st March 2019

Victims Code Compliance:

Under the MoJ's Victims Grant, each OPCC within their Grant Agreement consents to ensuring that 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.

The 'Victims Code' implements relevant provisions of the EU Directive 2012.29/EU establishing minimum standards on the rights, support and protection of victims of crime. It should be noted that the Victims Code is currently being revised with anticipated outcome late 2019; in addition the EU Directive may also be superseded this year due to Brexit.

Since 1st April 2018, it has become a condition of MoJ grant funding for victim's services that the OPCCN must ensure that adequate single point of contract (SPOC) arrangements are put in place in their police area (delivered by the recipient's staff and/or a service funded with the grant) so that victims of major crime incidents (whether occurring inside or outside of their force area) and family members, resident in their police area are able to straightforwardly and speedily access Support Services funded within the grant. Major crime incidents include terrorist attacks, and large scale incidents resulting in multiple victims of crime.

Adequate single point of contact arrangements have been set out in the APCCs Major Incident Framework, which the OPCC is implementing and progress against this is scrutinised through regular reporting to the MoJ. The framework sets out high-level responsibilities for how victims of major incidents will be supported, and, in particular, the role of PCCs as the commissioner of the majority of local services for victims and the senior local Criminal Justice Service (CJS) leader.

Norfolk Scam Prevention Service:

Being the victim of a scam can have a large scale and lasting impact on a person financially, practically and emotionally. Some of those who are victims of fraud are particularly vulnerable to becoming re-victimised for a variety of reasons and are often repeatedly targeted with more fraudulent content. Between April 2018 and September 2018, over 3,000 fraud crimes were reported to Action Fraud by people from Norfolk, with a loss of £8.1 million. Victims of fraud are more likely to request support as a result of crime, when compared to other crime victims, meaning there is a high demand for services that support scam victims

Norfolk Constabulary piloted Operation Bodyguard in West Norfolk to undertake home visits with the most vulnerable victims of fraud. It undertook outreach support with the most vulnerable victims of fraud, building on an approach originally developed by Sussex Police. The approach uses trading standards data, in addition to action fraud and police data to develop an understanding of fraud victim vulnerability and offer home visits to those identified as being most vulnerable.

Over the term of Operation Bodyguard's pilot, the results it achieved warranted the expansion across Norfolk and the type of support offered justified the co-ordination of the service being provided by Norfolk and Suffolk Victim Care. In February 2019 the Police and Crime Commissioner agreed to provide funding to enhance support for fraud victims (as set out under Strategic Objective 18 of the Police and Crime Plan) through Norfolk and Suffolk Victim Care's Scams Prevention Service. The service also works closely with Trading Standards and the Norfolk Safeguarding Adults Board to make sure that scam victims receive the best support possible.

The service provides resource to co-ordinate Special Constable visits to the most vulnerable scam victims. In addition to this core level of support, the Service is able to increase the support available to victims of scams in Norfolk by providing telephone support, a self-referral pathway, awareness raising sessions to groups that might be targeted by scammers and work with partner organisations to improve the partnership response to scams.

The Scams Prevention Service will be operational for the financial year 2019/20 and will:

- prevent vulnerable victims from being re-victimised by providing support to victims to cope and recover from the victimisation and help them avoid being victimised again;
- facilitate raising awareness of scams in Norfolk so that less of the population become a victim of scams;
- avoid duplication in provision to victims of crime; and
- strengthen the partnership response to scams across the public, private and third sector.

Performance Metrics

Child Sexual Abuse and Hate crime are calculated through a process using the new crime system that was implemented in October 2015. As the long-term average for solved rates is from 2014-2017, any data before this time is not comparable.

The percentage of victim's not supporting prosecution has increased significantly in the last few years and will have some correlation with the increase of crime recording in these crime categories. 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). In some cases, 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. 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 the most appropriate 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 and Wellbeing, 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 and 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.

The 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. Body worn video has become invaluable in capturing evidence, allowing officers to review the footage and look for clues with regards to abuse which may have been missed at the initial contact.

Investigation Standards is an area that Norfolk Constabulary continues to monitor and aims to improve on through the innovative investigation hubs in the new policing model. The Chief Constable has identified the improvement of standards of investigative work,

particularly in officers younger in service, as a priority action for the coming year as this will improve the quality of the initial response to all offences.

Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Supporting Victims and Reduce Vulnerability	% cases where victims do not support prosecution (Domestic Abuse)	59.0%	44.5%	14.5 % points
	% cases where victims do not support prosecution (Serious Sexual Offences)	49.9%	35.5%	14.4 % points
	% cases where victims do not support prosecution (Child Sexual Abuse)	39.0%	N/A	
	Solved rate (Domestic Abuse)	14.9%	25.3%	-10.4 % points
	Solved rate (Rape)	3.9%	8.9%	-5.0 % points
	Solved rate (other Serious Sexual Offences)	9.3%	15.4%	-6.1 % points
	Solved rate (Child Sexual Abuse)	10.1%	N/A	
	Solved rate (Hate Crime)	18.2%	N/A	
	% of all guilty pleas at First Hearing at Magistrates Court*	N/A	N/A	
	% of all guilty pleas at First Hearing at Crown Court*	N/A	N/A	

Figure 16 - Performance metrics for key performance indicators for Support Victims and Reduce Vulnerability priority

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

KING'S LYNN & WEST NORFOLK				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Supporting Victims and Reduce Vulnerability	% cases where victims do not support prosecution (Domestic Abuse)	62.4%	41.7%	20.7 % points
	% cases where victims do not support prosecution (Serious Sexual Offences)	49.3%	36.0%	13.3 % points
	% cases where victims do not support prosecution (Child Sexual Abuse)	35.8%	N/A	
	Solved rate (Domestic Abuse)	15.4%	27.5%	-12.1 % points
	Solved rate (Rape)	9.6%	7.5%	2.1 % points
	Solved rate (other Serious Sexual Offences)	13.5%	16.8%	-3.3 % points
	Solved rate (Child Sexual Abuse)	12.8%	N/A	
	Solved rate (Hate Crime)	17.2%	N/A	
	% of all guilty pleas at First Hearing at Magistrates Court	N/A	N/A	
	% of all guilty pleas at First Hearing at Crown Court	N/A	N/A	

Figure 17 – District Performance metrics for key performance indicators - Support Victims Reduce Vulnerability priority

BRECKLAND				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Supporting Victims and Reduce Vulnerability	% cases where victims do not support prosecution (Domestic Abuse)	53.0%	37.3%	15.7 % points
	% cases where victims do not support prosecution (Serious Sexual Offences)	47.9%	34.6%	13.3 % points
	% cases where victims do not support prosecution (Child Sexual Abuse)	35.6%	N/A	
	Solved rate (Domestic Abuse)	15.6%	28.7%	-13.1 % points
	Solved rate (Rape)	2.7%	12%	-9.3 % points
	Solved rate (other Serious Sexual Offences)	4.9%	17.6%	-12.7 % points
	Solved rate (Child Sexual Abuse)	11.1%	N/A	
	Solved rate (Hate Crime)	11.9%	N/A	
	% of all guilty pleas at First Hearing at Magistrates Court	N/A	N/A	
	% of all guilty pleas at First Hearing at Crown Court	N/A	N/A	

Figure 18 - District Performance metrics for key performance indicators - Support Victims Reduce Vulnerability priority

NORTH NORFOLK				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Supporting Victims and Reduce Vulnerability	% cases where victims do not support prosecution (Domestic Abuse)	61.4%	44.9%	16.5 % points
	% cases where victims do not support prosecution (Serious Sexual Offences)	48.7%	35%	13.7 % points
	% cases where victims do not support prosecution (Child Sexual Abuse)	51.3%	N/A	
	Solved rate (Domestic Abuse)	14.4%	24.6%	-10.2 % points
	Solved rate (Rape)	2.2%	11.6%	-9.4 % points
	Solved rate (other Serious Sexual Offences)	9.5%	13%	-3.5 % points
	Solved rate (Child Sexual Abuse)	11.1%	N/A	
	Solved rate (Hate Crime)	21.6%	N/A	
	% of all guilty pleas at First Hearing at Magistrates Court	N/A	N/A	
	% of all guilty pleas at First Hearing at Crown Court	N/A	N/A	

Figure 19 - District Performance metrics for key performance indicators - Support Victims Reduce Vulnerability priority

SOUTH NORFOLK				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Supporting Victims and Reduce Vulnerability	% cases where victims do not support prosecution (Domestic Abuse)	54.1%	45.3%	8.8 % points
	% cases where victims do not support prosecution (Serious Sexual Offences)	53.0%	34.8%	18.2 % points
	% cases where victims do not support prosecution (Child Sexual Abuse)	41.4%	N/A	
	Solved rate (Domestic Abuse)	15.6%	21.6%	-6.0 % points
	Solved rate (Rape)	5.0%	8.9%	-3.9 % points
	Solved rate (other Serious Sexual Offences)	6.7%	15.8%	-9.1 % points
	Solved rate (Child Sexual Abuse)	5.7%	N/A	
	Solved rate (Hate Crime)	23.5%	N/A	
	% of all guilty pleas at First Hearing at Magistrates Court	N/A	N/A	
	% of all guilty pleas at First Hearing at Crown Court	N/A	N/A	

Figure 20 - District Performance metrics for key performance indicators - Support Victims Reduce Vulnerability priority

BROADLAND				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Supporting Victims and Reduce Vulnerability	% cases where victims do not support prosecution (Domestic Abuse)	60.8%	48.3%	12.5 % points
	% cases where victims do not support prosecution (Serious Sexual Offences)	41.3%	33.1%	8.2 % points
	% cases where victims do not support prosecution (Child Sexual Abuse)	38.5%	N/A	
	Solved rate (Domestic Abuse)	13.9%	22.8%	-8.9 % points
	Solved rate (Rape)	4.1%	8.0%	-3.9 % points
	Solved rate (other Serious Sexual Offences)	5.5%	16.2%	-10.7 % points
	Solved rate (Child Sexual Abuse)	7.4%	N/A	
	Solved rate (Hate Crime)	26.8%	N/A	
	% of all guilty pleas at First Hearing at Magistrates Court	N/A	N/A	
	% of all guilty pleas at First Hearing at Crown Court	N/A	N/A	

Figure 21 - District Performance metrics for key performance indicators - Support Victims Reduce Vulnerability priority

NORWICH				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Supporting Victims and Reduce Vulnerability	% cases where victims do not support prosecution (Domestic Abuse)	60.5%	46.0%	14.5 % points
	% cases where victims do not support prosecution (Serious Sexual Offences)	52.9%	38.5%	14.4 % points
	% cases where victims do not support prosecution (Child Sexual Abuse)	36.8%	N/A	
	Solved rate (Domestic Abuse)	14.0%	23.4%	-9.4 % points
	Solved rate (Rape)	2.3%	9.1%	-6.8 % points
	Solved rate (other Serious Sexual Offences)	10.1%	14.7%	-4.6 % points
	Solved rate (Child Sexual Abuse)	9.5%	N/A	
	Solved rate (Hate Crime)	16.9%	N/A	
	% of all guilty pleas at First Hearing at Magistrates Court	N/A	N/A	
	% of all guilty pleas at First Hearing at Crown Court	N/A	N/A	

Figure 22 - District Performance metrics for key performance indicators - Support Victims Reduce Vulnerability priority

GREAT YARMOUTH				
Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Supporting Victims and Reduce Vulnerability	% cases where victims do not support prosecution (Domestic Abuse)	59.2%	47.4%	11.8 % points
	% cases where victims do not support prosecution (Serious Sexual Offences)	53.1%	34.0%	19.1 % points
	% cases where victims do not support prosecution (Child Sexual Abuse)	36.4%	N/A	
	Solved rate (Domestic Abuse)	16.1%	27.2%	-11.1 % points
	Solved rate (Rape)	1.7%	8.5%	-6.8 % points
	Solved rate (other Serious Sexual Offences)	9.6%	15.1%	-5.5 % points
	Solved rate (Child Sexual Abuse)	8.9%	N/A	
	Solved rate (Hate Crime)	18.9%	N/A	
	% of all guilty pleas at First Hearing at Magistrates Court	N/A	N/A	
	% of all guilty pleas at First Hearing at Crown Court	N/A	N/A	

Figure 23 - District Performance metrics for key performance indicators - Support Victims Reduce Vulnerability priority

DELIVER A MODERN AND INNOVATIVE SERVICE

The PCC has pledged to ensure that the police have the necessary tools so they can operate more productively, efficiently and safely and so we can build resilience for the future face of policing. To tackle the crime affecting our communities in the 21st century, we need to look at the 21st century technology available to us.

Drones:

In April 2017, Norfolk Constabulary gained permission from the Civil Aviation Authority to operate drones and started with two qualified pilots and two drones. Since then I have made a funding commitment to purchase additional drone equipment to increase the capability for drone deployment by Norfolk Constabulary.

The Constabulary has embraced drone technology, with some very notable successes putting them at the forefront nationally; such examples include the successful location of missing persons in Brancaster and Norwich, and suspect locations for Operation Galileo (hare coursing).

Automatic Number Plate Recognition (ANPR):

One of the original Police and Crime Plan objectives was to continue the development of the best use of ANPR through the Norfolk 2020 team. There are examples under the police and crime plan priorities for supporting rural communities and improving road safety of the work of Operation Moonshot and the successful use of ANPR technology.

Telephony Project:

In June 2018 the Constabulary switched over from its old telephony system to a new solution called MITEL. This system is designed to deliver a bespoke call handling solution for a police emergency control room. The new system provides an increased capacity to receive 999 calls with additional lines added to the control room.

The introduction of an Interactive Voice Response (VIR) allows callers who know the extension number they want, or who wish to speak to a particular department, manage their own redirect by inputting their choice automatically. This prevents those callers having to wait in a queue to speak to a switchboard operator for a simple redirection of their call.

Once a 101 call is received in the Control Room the switchboard will conduct a risk assessment, calls with a greater risk or vulnerability will be prioritised for answer. The higher risk queues include ones for public safety, a domestic incident and those relating to mental health.

Norfolk Constabulary Website:

Alongside the introduction of the new telephony system, the Constabulary has rolled out a significant change to its website reporting process in an effort to make it easier for a member of the public to submit non-urgent matters on-line.

The 'report it' link opens up a choice of reporting forms that the public can use to directly send in crime information (such as theft and criminal damage) as well as being able to report low risk incidents of anti-social behaviour. All online crime reports are assessed to see if they are suitable for desk based investigation. Any which need an officer to attend in person or are considered to be more appropriate for a specific unit to manage will be redirected.

The 'ask the police' link takes you to a national website that offers guidance on the policing response or advice you can expect. This helps people decide whether the police are the right agency to contact as well as potentially indicating the priority the matter will be given.

Tasers:

An additional £1.5m has been earmarked over the next three years for the purchase of additional Tasers for frontline officers. In addition, newer versions of Tasers are being rolled out to ensure that officers have up to date and modern technology available to them which is part of a national project.

Body Worn Video:

Since July 2018, Body Worn Video (BWV) cameras have now been made available to all frontline officers. The benefit of these cameras is in the value of capturing evidence and there are early indications that the use of BWV are assisting in complaint reduction for officers.

GOOD STEWARDSHIP OF TAXPAYERS' MONEY

As your PCC, 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 my day-to-day work as your PCC 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 determination by the PCC following consultation with the Norfolk community and endorsement by the Police and Crime Panel.

Government grants have reduced year-on-year since 2010 although an increase was seen in 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, 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
Government Funding	87.2	87.2	88.8
Council Tax	62.5	67.4	76.0
Approved Budget	149.7	154.6	164.8

Figure 24 - Table showing budget allocation from 2017/18 to 2019/20

Home Office Grant remained the same at £87.2m in 2018/19 as in 2017/18 but which indicated a real terms drop in funding taking inflation into account. It was possible to offset this with an increase of 5.5% in the council tax (and more properties on which the tax could be raised) but with inflation costs and greater demand, savings of £2m had to found to balance the 2018/19 budget. To the end of March 2019, those annually recurring savings now total £37m. 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 for the first time some modest procurement savings have been included in the Medium Term Financial Plan (MTFP).

How the money is spent

	Budget 2018/19 £m	%	Budget 2019/20 £m	%
Employees	130.4	84.4	136.3	82.7
Premises	16.5	10.7	16.9	10.3
Transport	3.3	2.1	3.2	1.9
Supplies, Services & Other	20.9	13.5	23.3	14.1
Capital Financing	4.2	2.7	4.3	2.6
Gross Budget	175.3	113.5	184.0	111.7
Other Income	(20.8)	(13.5)	(19.2)	(11.7)
Net Budget	154.5	100.0	164.8	100.0

Figure 25 - Table showing budget spend from 2018/19 to 2019/20

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 2018/19 £m	Outturn 2018/19 £m	(Over)/under spend £m
OPCC	1.0	1.0	0.0
OPCC Commissioning (net*)	1.2	0.9	(0.3)
Operational Policing	150.8	147.9	(2.9)
Capital Financing	5.0	5.1	0.1
Use of Reserves	(3.5)	(0.7)	2.8
Total Spending before use of Reserves	154.5	154.2	(0.3)
Contribution to / (from) PCC Reserve	0.0	0.1	0.1
Contribution to / (from) Budget Support Reserve	0.0	0.2	0.2
Contribution to Capital Financing Reserve	0.0	0.0	0.0
Net Spending	154.5	154.5	(0.0)

Figure 26 - Table showing spend by area from 2018/19 to 2019/20

**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 meetings to hold the Chief Constable to account.

At the ends of the financial year, annual accounts are prepared, published on my 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 2018/19 was balanced.

Looking ahead - Budget 2019/20

Looking to the future, the Chief Constable announced a new and scalable local policing model in October 2017 which included the loss of all PCSO posts but a significant increase in the recruitment of additional police officers. 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.

For 2019/20 the Government gave all PCCs the power to increase the council tax by a maximum of £24 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 10.45%. This amounts to an extra 46 pence per week or £23.94 per year for households in a Band D property. This increase has enabled me to set a budget of £164.8m for 2019/20. The additional money has helped to finance some additional police officers and finance the considerable costs of the 21st century technology now being used by officers such as body worn cameras, drones and mobile devices.

Subject to the police service continuing to find efficiencies, the previous Policing Minister indicated that a similar council tax increase might be possible next year, however with the current political uncertainty it is unclear at this stage what opportunity there will be with the precept. I will consult on this, once there is clarity, at the end of this calendar year. The government have announced a one year Spending Round which will determine central funding for 2019/20. Even with the additional precept flexibility this year and possibly next the Medium Term Financial Plan reveals that, by 2022/23 the budget gap (excess expenditure over income) be around £5m with some £2.9m of savings identified at this stage.

With 83% 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 2018/19, the 2019/23 Medium-Term Financial Plan (including the Reserves Strategy), and the Statements of Accounts, can be found on the PCC's website.

Performance Metrics

In regards to police attendance, the aim is for 90% of emergencies to be attended within the Constabulary's target. For urban areas, this target is 15 minutes and for rural areas it is 20 minutes (timings are calculated from the point of the call being received to an officer being in attendance). In the last 12 months (April 2018 to March 2019), 91.4% of emergencies in urban areas and 87.8% of rural emergencies were attended within the target time; this is down slightly compared to the long-term average, from 91.7% to 89.7% for all emergency calls received.

The average time to attend emergencies has increased by over 30 seconds compared to five years ago for both urban and rural areas.

Emergency response times (hh:mm:ss)	2014/15	2015/16	2016/17	2017/18	2018/19
Urban areas	00:08:05	00:07:47	00:07:47	00:08:30	00:08:40
Rural areas	00:11:57	00:11:24	00:11:31	00:12:25	00:12:43

Figure 27 - Emergency Response times split by urban and rural areas from 2014/15 to 2018/19

One contributory factor for the decrease of emergencies being attended within target compared to the long-term average is the increase in 999 calls being received; this has inevitably resulted in more emergencies for front line attendance. In fact, there been over 1,500 more emergency response (Grade A) calls in the current 12 month period to the end of March compared to the long-term average. Due to the increased recruitment of new

constables there remains a temporary reduction in the percentage of officers that are response trained in front line roles. Work is continuing within the Constabulary Driver Training team to address this matter.

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.

In regards to answering emergency calls, the national target is to answer 90% of 999 calls within 10 seconds. In Norfolk, 91.1% of 999 calls in the financial year 2018/19 were answered within 10 seconds (this is slightly above the long-term average); with April 2018 being the only month that Norfolk Constabulary did not meet the 90% target. The average time to answer a 999 call in Norfolk for the financial year 18/19 was five seconds; this is two seconds faster than 2017/18 and 2016/17 and six seconds faster than 2015/16. Norfolk Constabulary continues to perform strongly around the ability to answer 999 calls within ten seconds despite the marked increase in the volume of these calls being made. The increase is not isolated to Norfolk, but reflected nationally across all forces. Figure 28 highlights how the number of 999 calls being answered in Norfolk in 2018/19 has exceeded previous years.

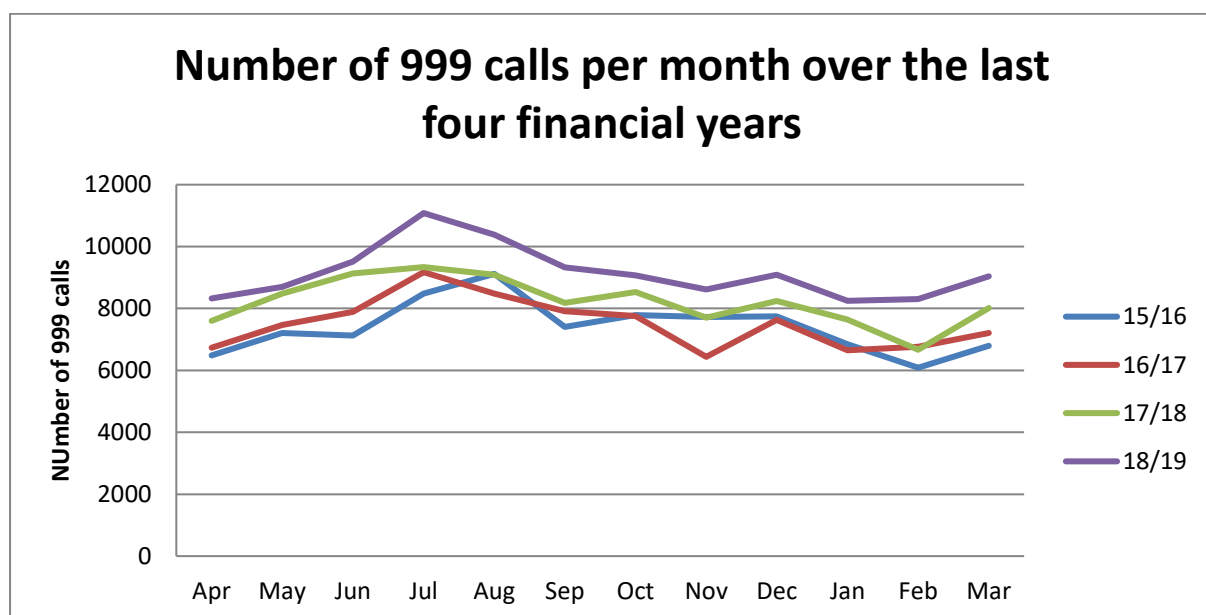


Figure 28 - Number of 999 calls received by Norfolk Constabulary from 2015/16 to 2018/19

In June 2018 Norfolk Constabulary introduced a new telephony system for public calls to the 101 number whereby 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 issue has been identified in the calculation of the 101 call times. Whilst there is data available to consider for operational decision making purposes, there is a need to work through how the information is collected so it can be publically reported accurately. The Constabulary is working closely with the suppliers, the Contact and Control Room team and performance analysts to resolve the matter.

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. The Constabulary's Contact and Control Room staffing levels are in line with the staffing profile for the room. A further small intake of new staff took place in March 2019 in anticipation of the increased summer demand period, whilst a small number of existing staff were trained as radio dispatchers.

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 for England and Wales. The survey data is taken quarterly with the most recent figure published being for the year ending September 2018. Norfolk Constabulary scored 68.8% which is the second highest score nationally and the highest compared to its most similar forces.

Priority Area	Indicator	Last 12 Months (April 2018 to March 2019)	Long-Term Averages (3 years)	Difference
Good Stewardship of Taxpayers' Money	% emergencies in target	89.7%	91.7%	-2.0 % points
	% of 999s answered within 10 seconds	91.1%	88.5%	2.6 % points
	Average time to answer 101 calls*	N/A	N/A	
	% of public who agree police are doing a good job**	68.8%	N/A	

Figure 29 - Performance metrics for key performance indicators – Good Stewardship of Taxpayers' Money priority

*Data is not currently available from Norfolk Constabulary.

**Data taken from the Crime Survey for England and Wales (Year Ending September 2018).

POLICING

As your PCC, I monitor the performance of our police service through a number of mechanisms ensuring that the Chief Constable is delivering effective and efficient policing and the priorities I have set within Norfolk's Police and Crime Plan.

The Constabulary has a series of key performance indicators set within the Police and Crime Plan and I am pleased that I have now been in a position to provide feedback on these indicators within this Annual Report. They are also now a feature in the regular monitoring and scrutiny that I undertake of the work of our police, as outline below:

One of the ways I hold the Chief Constable to account is through a series of public meetings. These meetings – known as the Police Accountability Forum (PAF) – are held throughout the year and are accessible to the public.

At each PAF meeting, I ask the Chief Constable and members of his senior officer team to present an update on progress against the priorities set in the Police and Crime Plan. At every meeting, three themes are selected to focus attention in those performance areas.

I also convene a regular Strategic Governance Board at my office in Wymondham at which the Chief Constable provides detailed updates on the operations of our police force. I also convene an Estates Governance Board which sets out the Estates Strategy for the Constabulary and provides me with progress reports. Although not held in public, the actions from these meetings are published on the Norfolk PCC website.

In addition to these formal structure meetings, I have regular one-to-one meetings with the Chief Constable to enable us to share information and discuss day-to-day activities.

There were a number of inspection reports published during this financial year of Norfolk Constabulary's performance by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS). [The PEEL police effectiveness, efficiency and legitimacy report for 2018/19](#) rated Norfolk as being 'outstanding' in areas including meeting current demands and using resources, planning for the future.

The force was rated as 'good' in areas including preventing crime and tackling anti-social behaviour, protecting vulnerable people, tackling serious and organised crime, fair treatment of the public, ethical and lawful workforce behaviour and fair treatment of the workforce.

The report did identify investigating crime as an area that required improvement and the PCC has committed to ensuring this is monitor via a combination of briefing reports through the Strategic Governance Boards and Police Accountability Forums.

If you would like to read more about the [audits and inspections](#) carried out in relation to Norfolk Constabulary then you can view these via the OPCCN website.

LOOKING AHEAD

EMERGENCY SERVICES COLLABORATION

Provisions 6 and 7 and Schedule 1 of the Policing and Crime Act 2017 were enacted on 3 April 2017. These provisions enable Police and Crime Commissioners to take on responsibility for the governance of local Fire and Rescue Services (FRS) where a local case is made and it appears to the Secretary of State to be in the interests of economy, efficiency and effectiveness or public safety for an order to be made giving effect to the proposal.

In response to this new legislation, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) appointed consultant, Grant Thornton, following a competitive tender process, to carry out an independent review and appraisal of the options which the legislation enables.

The full business case was presented to the PCC in July 2018. Having carefully considered all of the evidence provided to him in the full business case, the PCC took the decision to proceed to Public consultation.

The PCC engaged with the public across the county at 41 separate events held in locations such as high streets, supermarkets and with community groups. The PCC covered all seven districts in Norfolk; Breckland, Broadland, Great Yarmouth, King's Lynn, North Norfolk, Norwich, South Norfolk.

The open public engagement sessions occurred in variety of places and often involved the PCC walking through busy town centres or having a pop-up stand at supermarkets. The chosen sites were county-wide and designed to attract a high number of participants. Repeat engagement events were held in the city or larger towns, such as Norwich, Kings Lynn and Great Yarmouth to ensure that there was sufficient opportunity for members of the public to have their say. The PCC spoke to members of the public about the proposal to change the governance model of the fire and rescue service, providing answers to any questions they asked. Whilst out on these engagements the PCC listened to any feedback, comments or concerns the public may have had.

Visits to fire stations were requested by the PCC, to enable fire service personnel to provide any feedback and ask any questions regarding the proposal. The PCC, along with the Chief Executive and Chief Finance Officer and staff from OPCCN, visited stations in Great Yarmouth, King's Lynn, Norwich and Whitegates where the fire service control room is located. Copies of the paper survey, business case, summary of the case and links to the online survey were left at each location. As fire service staff was a key stakeholder in the consultation the PCC felt these visits were vital to listen to feedback on the business case.

Over the last year the PCC's public profile has been raised significantly. Most of the year was spent engaging with the residents of Norfolk. Through promotion of the fire consultation and the successful public question and answer sessions, the PCC made television appearances and has had a number of interviews with the media. Raising the profile of the PCC has allowed for residents of Norfolk to have a greater say in how their communities are policed.

The PCC issued a press release in November 2018 to advise that he would not be submitting a business case to the Secretary of State for a change of fire service governance at this time.

In December 2018 the PCC announced that a Memorandum of Understanding had been signed by himself and the leader of Norfolk County Council so that a framework for emergency services collaboration could be put in place on a formalised footing and using the fire governance business case a blueprint for change. In addition to the ongoing collaboration work with police and fire in the county, the PCC has now also been granted membership to the Norfolk Fire and Rescue Authority.

POLICE INTEGRITY REFORMS

Following the enactment of the Policing and Crime Act 2017 there will be a new role for the PCC in dealing with appeals on complaints received by the Constabulary from the public. The appellant body is currently the Chief Constable but in 2020 this will change and the powers will transfer to the Police and Crime Commissioner.

These reforms are aimed at providing a more transparent, accountable and independent system. As we move close towards these changes you will be able to find out more through my website: www.norfolk-pcc.gov.uk

GOVERNMENT COMMITMENT TO FUND INCREASE IN POLICE OFFICERS

The PCC welcomed the Prime Minister's announcement to recruit 20,000 new police officers across the country and acknowledged that we have a new Government committed to pursuing a robust law and order agenda.

Since becoming Norfolk's Police and Crime Commissioner, Mr Green has worked closely with Norfolk Constabulary to deliver a first class service the county deserves and meeting the complex demands of 21st Century policing.

Part of his commitment has focused on visible policing; a priority that he fully understands is very important to our local communities. He recognised the importance that it is not just about being safe but also feeling safe. Changes to the policing model mean we now have more fully warranted officers in Norfolk than when Mr Green first took up office in 2016.

The fact remains that we have few police in uniform today than we did a decade ago. And yet, the volume and complexity of demand has grown enormously.

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

I also invite you to come along to one of my regular Police Accountability Forum meetings with the Chief Constable where you can find out more about policing in your area. I also conduct a series of public question and answer sessions around the County with the Chief Constable whereby you can put forward your concerns directly to both of us.

APPENDIX A – EQUALITY UPDATE REPORT 2018-19

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 2018/19.

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 and consulted with the general public of Norfolk on policing and fire governance in several different settings. For example, Public Question and Answer sessions with Norfolk Constabulary, which enable residents to ask questions about policing and tell the police how they are doing in the local area.
- I regularly undertake less formal engagement events with the general public in which I speak to local residents in their community about the issues that matter to them. Whether this is in the local supermarket or Norwich Market, I make sure that I am visible and accessible, so that they can hold me to account and the police to account through me.
- I have undertaken targeted engagement with organisations representing different protected characteristic groups, and attended events supporting these groups. These engagements have included the LGBT+ community, elderly people, disabled groups, and different religious and ethnic minority groups. The feedback gathered from these events and engagements feed into my role to hold the Chief Constable to account on delivering an effective police force for the people of Norfolk.
- Through my office I am able to increase engagement with diverse communities, to ensure that their views are taken into account 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 works 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.

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.
- At the end of this financial year, my office began the process of developing contract tenders for three ambitious services – the recommissioning of Norfolk and Suffolk Victim Care, a domestic abuse service (including an IDVA support), and support for survivors of sexual violence, all of which will begin operation in early 2020. All the tenders, and all OPCCN grants, require services to be accessible to everyone who needs them regardless of personal characteristics.
- 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 two excellent bids; one supporting victims of modern slavery, the other aiming to prevent young people from becoming exploited by gangs in Norfolk.
- My office was able to secure a further £700k from the Early Intervention Youth Fund spread over two years to help prevent youth offending. Several of the interventions provided through this fund are already operational, providing support to vulnerable young people locally. This is in addition to the crime and disorder reduction grant which my office distributes locally. My office 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 2018/19, there was an average of 20 custody visitors who undertook 180 visits with 515 detainees. This is 84% of those available to be visited. You can find out more at Appendix D.

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.
- Stop and Search Scrutiny Panel – This panel provided the public with an opportunity to scrutinise the police over their use of stop and search powers. However, this panel did not meet in 2018/19. Norfolk Constabulary has made multiple attempts to reinstate the panel; however the attempts to engage young people and community groups locally have thus far been unsuccessful. In the financial year 2019/20 Norfolk Constabulary will explore different options in order to reinstate the panel.
- Hate Crime Scrutiny Panel – In 2018/19 Norfolk Constabulary identified that it had a gap in that it was not having its hate crime data scrutinised by external agencies. Therefore, it has made plans that will see hate crime statistics and the response to hate crime scrutinised locally through the Hate Crime Scrutiny Panel.
- 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 the PCC 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 are 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. At the end of 2018/19, seven members of the team were male and thirteen were female, with two 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 2018-19

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.

The IAG has continued to be chaired by Brian Walker and Sam Chater- England continues in her role as deputy chair. The group has grown from nine members to twelve members in the last year, with a successful response to a recruitment campaign held during the summer months of 2018.

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 a murder enquiry, a case of antisemitism and ways for the police to effectively communicate with those members who are known as harder to reach.

When the PCC held a public consultation for the 'case for change' on the governance of the fire service, an IAG member sat on an independent panel tasked to examine all the comments that had been received during the eight week consultation period. This analysis allowed for the identification of the key themes which emerged from the comments received to be recorded.

Alongside sitting on this independent panel, members continue to sit on promotional boards for police officers; ensuring transparency is maintained within staff promotion across the constabulary. The deputy chair of IAG continues to be chair on the Norfolk Constabulary Ethics Committee and is joined by another member of IAG on this group.

More recently an IAG member now sits on a 'Prevent' Community Engagement Working Group. One of the key roles of the group is to provide the police with independent advice on developing plans, policies and procedures, which help shape the way Norfolk is policed. On a regular basis, outside the meeting structure, members are consulted on new and revised policies and procedures as part of the Constabulary's Equality Impact Assessment process.

Moving forward into 2019/20 the IAG members will also serve as members for the stop and search scrutiny panel for Norfolk Police, aside from their usual role of IAG members. The experience of being independent advisors to the constabulary will allow for members to use these skills to help with the scrutiny of Norfolk's stop and search figures, ensuring transparency.

APPENDIX C – YOUTH COMMISSION UPDATE 2018-19

The Norfolk 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 42 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.

To date Norfolk PCC Youth Commission members have benefited from mental health first aid training, dementia training, scam awareness training and subsequently becoming ambassadors for the scam prevention team for Norfolk County Council and Norfolk Police. More recently commission members have participated in a 'Make Our Rights Reality' training session gaining knowledge on young people's rights and the Criminal Justice System.

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; working with a variety of the Norfolk Youth Advisory Boards (YAB); discussing policing and crime issues in each district and planning combined projects to address them. The YAB's that they have been working with include; Broadland, Great Yarmouth and South Norfolk. Alongside this the young people have been working with community policing teams to develop workshops to help develop a young person's stop and search scrutiny panel.

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 local community youth groups, such as the Discover Centre in Kings Lynn to discuss relationships with the police locally and policing and crime problems affecting them.

To give them an identity, the youth commissioners designed a logo and a variety of other promotional material, including banners leaflets and posters. Work is ongoing in developing a social media page to continue to promote the campaigns and projects that the Norfolk PCC Youth Commissioners are undertaking.

The youth commissioners support the work of the PCC and the OPCCN by attending events such as the district question and answer engagement events, hosted by the PCC. Through attending these community meetings the young people can promote the work of the PCC Youth Commission and develop relationships with local councillors and local policing teams.

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

APPENDIX D – INDEPENDENT CUSTODY VISTING UPDATES 2018-19

PCC's have a statutory responsibility to run an Independent Custody Visiting (ICV) Scheme ensuring that:

- There is a robust and effective Scheme running in their area with appropriate resources and a nominated member of staff responsible for running the Scheme
- Regular visits take place in all areas of police custody
- Volunteers are well trained and managed
- That the Scheme Administrator briefs the PCC on issues within Custody so that issues and trends can be identified
- Regular and formal opportunities exist to raise concerns with the Police and deal with ICV's concerns.

Independent Custody Visiting provides a valuable safeguard for detainees, Constabularies and for PCCs. It enables an independent check to be carried out by volunteers from the local community on the way police officers and staff carries out their duties with regard to detained persons.

Organisation of the Scheme in Norfolk

As part of a well embedded collaboration agreement (under section 22 of the Police Act 1996), Norfolk and Suffolk constabularies have a clear governance structure for the delivery of Custody. These joint arrangements provide clear accountability for safe custody with services integrated across six police investigation centres (PIC's) covering the two Force areas.

Norfolk has four Police Investigation Centres (PICs) where detained persons are held. These are located in Aylsham, Great Yarmouth, King's Lynn and Wymondham. They are purpose built facilities funded under the PFI scheme. They are now well established and across the PIC's there is a total detainee capacity of 92. They are recognised as being amongst the best facilities in the Country.

The King's Lynn PIC also serves the Cambridgeshire Constabulary area with detainees from Cambridgeshire being held there. It is also frequently used by the UK Immigration Service.

As of 31 March 2019 there are 18 ICV's participating in the Scheme across the County. These ICV's are split into 4 Panel groups, each one serving one of the PIC's. Each Panel has a Co-ordinator who is responsible for creating a rota of visits. This ensures that only the ICV's know when a visit will take place, so enabling the Scheme to remain independent and credible.

Each Panel group meets with the ICV Scheme Administrator 3 times per year and the Panel co-ordinators meet them a further 2 times per year. These visits are also attended by PIC police managers to allow direct reporting of issues identified by the ICV's.

ICV numbers in Norfolk showed a notable decline during 2017/8 due to a number of factors such as ill health and change in personal and work circumstances. However a successful recruiting campaign at the end of 2018 was held, allowing 8 new ICV's to join the Norfolk Scheme. Their training will continue throughout April but a new effective establishment of 26 ICV's is expected by May/June 2019.

Police Investigati on Centre (PIC) visited	No. of visits undertaken	No. of detained persons held	No. of detained persons available to visit	No. of detained persons visited	% detainees visited (of those available)	No. of detained persons not visited*
Aylsham PIC	50	138	100	91	91%	45
Great Yarmouth PIC	46	309	176	154	88%	151
King's Lynn PIC	39	288	134	118	88%	138
Wymondham PIC	45	436	223	152	68%	217
Overall Total	180	1171	633	515	84%	551

Figure 30 - Breakdown of visits conducted for the period 1 April 2018 to 31 March 2019

* **Note:** There are a number of reasons why detained persons are not visited. For example they could be in interview, asleep, or receiving healthcare or legal advice. Additionally the Police may advise against seeing violent or vulnerable individuals or there may simply not be enough time to see all detainees during the visit.

Issues reported from Custody Visits

No issues of serious harm or threat have been reported in the last year.

ICV's continue to make comprehensive notes following their visits. Minor areas of concern are reported back at the time of the visit, whilst reoccurring issues are raised with the Chief Inspector for Custody.

ICV's and the Scheme Administrator maintain excellent, professional working relationships with the Constabulary ensuring there is always a positive response to any issues raised.

It mustn't be overlooked that ICV's can make a real difference to a detainee's time in custody. Even small interventions can mean a great deal to somebody who is vulnerable or suffering from mental health issues. Simple things like getting an extra blanket or facilitating a message being passed to a family member can help alleviate anxiety leading to a more positive and safe custody experience.

Collaborative Working

Solid working relationships are maintained with the Office for the Police and Crime Commissioner for Suffolk and the ICV Schemes in both counties mirror each other in the use of the same reporting forms and statistical reports. Norfolk and Suffolk share training opportunities for ICV's.

In addition to Suffolk, Norfolk continues to work alongside regional colleagues from the East of England (Bedfordshire, Cambridgeshire, Essex and Hertfordshire). The Scheme Administrators from these areas meet on a quarterly basis to share experience and best

practice. The region is currently represented at a National level by Bedfordshire with the Independent Custody Visitors Association (ICVA).

Accreditation

ICVA have this year run a formal accreditation process known as the Quality Assurance Framework. Whilst there are extended levels of achievement, Norfolk, along with many others Schemes have completed the lowest mandatory level - 'Code Compliance'. This looks at 27 areas of business and Norfolk has comfortably managed to achieve this.

HMICFRS Report

In May 2018 the joint Custody facility was subject to an unannounced inspection. This was an overwhelmingly positive inspection however unlike the 2012 report; there was much less reference to the good work carried out by the ICV's.

The report however has been circulated to all ICV's and since doing so, areas of concern such as Detention Reviews are being focussed on to assist the Constabulary meet their subsequent Action Plan.

Training & Other Activities

A very successful training event was held in December 2018 for ICV's. Several topics were covered including Mental Health in Custody, the Concordat on Children in Custody and the Use of Force in custody.

As well as carrying out their normal visiting duties, ICV's remain active in other areas. One is regularly presenting a session on Custody Visiting to the Constabularies' Custody Sergeants and Detention Officers courses, thus ensuring all newly trained staff are aware of what Independent Custody visiting is and how it works across Norfolk and Suffolk.

There are 6 Norfolk and Suffolk ICV's sitting on an independent review panel (ISSSP) arranged by the police to review the records of detainees subject to strip searches by the police.

In December 2018, the PCC presented a gift and certificate to Rick Parry from Aylsham who has given 20 years' service as an ICV.

Custody Visiting continues to be essential in providing independent scrutiny of the treatment of detained persons and the conditions in which they are held. The Norfolk Scheme is held in high regard nationally and continues to deliver excellent results.

If anyone wishes to know more about the scheme or are interested in becoming an Independent Custody Visitor then please contact: Independent Custody Visiting Scheme Administrator

OPCCN, Building 8

Falconers Chase

Wymondham NR18 0WW

Telephone: 01953 423851

Email: ICVAdministrator@norfolk.pnn.police.uk

For more information on the role of ICV's or that of the Police and Crime Commissioner for Norfolk, please visit www.norfolk-pcc.gov.uk or find us on Twitter @NorfolkPCC or Facebook at www.facebook.com/norfolkpcc. For more information regarding the work of the Independent Custody Visiting Association (ICVA) please visit their website: www.icva.org.uk or on Twitter @CustodyVisiting.

Complaints Policy Sub Panel

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 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, 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 the Terms of Reference for this Sub Panel at its meeting in July 2019 and appointed the following members: Cllr Sarah Bütikofer, Cllr Michael Edney, Mr Peter Hill, Air Commodore Kevin Pellatt (re-elected Chairman for 2019-20), and Cllr Mike Smith-Clare.
- 1.4 The Panel has previously noted that the timetable for the policing complaints reforms has slipped, owing to other pressures on Parliamentary time. Once the reforms are implemented, PCCs will become the review body for appeals about the outcome of policing complaints. PCCs may also seek to take on other aspects of the policing complaints function. Both Norfolk and Suffolk PCCs have indicated their intention to adopt the mandatory oversight model.

2. Information reviewed by the Sub Panel

- 2.1 The Sub Panel met on 6 August 2019, to consider a progress update on the implementation of police integrity reforms. A summary of the information reviewed is set out below, for the Panel to consider.

Policing and Crime Act 2017 – police complaints and disciplinary systems

- 2.2 The Sub Panel was reminded about the progress that has been made with implementing of police integrity reforms, as summarised in the following table:

Phase	Status	Summary of Reforms
Phase 1	Completed in December	Former Officers (can now face disciplinary proceedings after leaving) and introduction of

	2017	Barred List which is held by College of Policing.
Phase 2	Completed in January 2018	Governance reforms of the IPCC to the IOPC.
	Completed in November 2018	Introduction of Super Complaints which is a process managed through Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).
Phase 3	Scheduled for 2019	Complaints reforms, including a new broader definition of a police complaint, simplifying processes, greater transparency.
		PCCs' enhanced role: handling certain complaints appeals/reviews (mandatory new function). Options also to take on responsibility for a) initial complaints handling and b) for keeping the complainant informed.
		Discipline reforms, including clarification of 'misconduct', new concept of Practice Requiring Improvement, duty of co-operation, changes to misconduct hearings and the role of LQCs, similar changes to Police Appeals Tribunals.
		IOPC reforms, including <ul style="list-style-type: none"> • Power of initiative and power to reopen closed investigations where compelling reasons exist; • Case to answer decision and IOPC to present disciplinary cases in certain circumstances; • Modes of investigation changes, special requirements; • Investigating Chief Officers; • Various other powers and jurisdictional reforms (including clarity on IOPC jurisdiction extends to UK territorial waters).
Post Phase 3	To be confirmed	Whistle-blowing reforms (protections and also powers for IOPC), contractors' regulations, Section 26 bodies' regulations (to align with arrangements for the 43 forces).

- 2.3 The implementation of the complaints and discipline reforms (Phase 3) is primarily reliant on the production of revised regulations and statutory guidance. The Home Office has now advised PCCs that they should expect Regulations to come into force at the end of January/early February 2020, at which point they will assume their enhanced role.
- 2.4 A six-month preparation period has therefore begun, so that key stakeholders can make the necessary preparations. The Home Office expects to be able to share draft Regulations and guidance in the early autumn and is facilitating the development of training for practitioners. During this time OPCCN plans to appoint an appeals/review officer and ensure that staff have received training in

advance of the function transferring from the Constabulary to OPCCN. Sub Panel Members will be invited to attend appropriate elements. A budget will be transferred from the Constabulary's Professional Standards Department to OPCCN before the end of the financial year to cover the associated costs of the function. In addition, OPCCN has commissioned a review of its own complaints processes, to provide assurance that they are working correctly before the PCC assumes his new role.

- 2.5 Having noted concerns that many places may be unprepared for these reforms going live, the Sub Panel updated the National Association of Police, Fire and Crime Panels (NAPFCP) and Frontline Consulting, with a view to their sharing this information with Panels. As a result, Frontline Consulting are hoping to secure an APCC representative to deliver a briefing at this year's annual conference, with a PCC and Panel focus. The NAPFCP has also obtained an updated briefing from the Home Office Police Integrity Unit, outlining the requirements of the new legislation, which has been circulated to Panels.
- 2.6 The Sub Panel was advised that progress is being made with the 3 police super complaints have been submitted to Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services as follows:
1. December 2018 - from Liberty and Southall Black Sisters, which concerns police data sharing for immigration purposes. HMICFRS are now investigating this.
 2. March 2019 - from The Centre for Women's Justice, with concerns that the police are systematically failing to protect victims of domestic and sexual violence. This has been assessed as being eligible for investigation, which will commence shortly.
 3. March 2019 - from Hestia (a charity which delivers services for adults and young people in crisis, across London and the surrounding regions), with concerns that some police officers are not reporting cases of modern slavery to the Home Office and that a failure to sensitively handle cases of modern slavery is discouraging victims across England and Wales from supporting criminal investigations against their exploiters. This has been assessed as being eligible for investigation, with the process and timeline to be confirmed.
- 2.7 The Sub Panel was also reminded about the requirement of PCCs to maintain a list of independent persons to sit on police misconduct hearings and nominate persons to serve as legally Qualified Chairs (LQCs) of police misconduct panels. This is managed through an eastern region arrangement between PCCs and is serving Norfolk well. A recruitment campaign, aiming to recruit up to 15 new LQCs, began in August. The Sub Panel confirmed its request for a regular update on police misconduct hearings. By reviewing whether any patterns are evident in either the origin or outcome of these hearings, the Panel can support the PCC through identifying training needs for either the Constabulary or misconduct panels themselves.

PCC conduct complaints

- 2.8 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. The Sub Panel will keep this under review and recommend any necessary amendments to our local procedure in due course.
- 2.9 The Sub Panel discussed the management of PCC conduct complaint records and sought clarification on current arrangements. This has prompted a review, to ensure the PCP is compliant with relevant policies and procedures.
- 2.10 The Sub Panel is due to meet again on 4 November 2019, to consider a further progress update from OPCCN and review its Terms of Reference. Any recommendations will be reported to the PCP's 20 November 2019 meeting for discussion.

3. Action

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



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Information bulletin – questions arising to the PCC

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

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

1. Background

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

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

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

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 11 September 2019, are listed at **Annex 1** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 11 September 2019, are listed at **Annex 2** of this report.

c) Police Accountability Forum meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

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

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

The PCC meets with Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are planned to be held in public every other month, with the venue alternating between Norfolk and Suffolk, and agendas are published on the PCC's website. Items discussed at the most recent Collaboration Panel meeting are set out at **Annex 4** of this report.

- e) Other out-of-county activity between 2 July 2019 and 19 September 2019:

Date	Activity
9 July 2019	Eastern Regions Meeting - Essex
23 July 2019	Meeting with PCCs and the newly appointed Minister for Communities, to discuss a possible police covenant – London.

- f) Audit Committee

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

- 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 response to the HMICFRS 2018/19 Police Effectiveness, Efficiency and Legitimacy (PEEL) assessment for Norfolk Constabulary. This is attached at **Annex 6** of this report.

3. Suggested approach

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

4.0 Action

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



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PCC's Decisions

Variation to the Integrated Offender Management Section 22a Collaboration Agreement

Confidential Decision 2019-31

The PCC approved the renewal of the existing collaboration agreement in respect of Joint Offender Management.

National Police Collaboration Agreement

Confidential Decision 2019-32

The PCC authorised the OPCCN Chief Executive to execute a national collaboration agreement in relation to investigatory powers.

Estates – Western Hub Building Tenders

Confidential Decision 2019-33

The PCC approved the award of the estates works.

Hunstanton Police Station Mast Lease

Confidential Decision 2019-34

The PCC approved the completion of a new lease.

Hidden Victims Fund – British Red Cross

Decision 2019-35

The PCC approved the grant for The British Red Cross under the Hidden Victims. £66, 155 for year one and two and if extension option granted a further £34, 497 for an additional year.

Section 22a Collaboration Agreement – Joint Athena Hub

Confidential Decision 2019-36

The Chief Executive of the Office of the Police and Crime Commissioner executed the Agreement to Collaborate.

Europa Way Stores – Norwich Lease Rent Review

Confidential Decision 2019-37

The PCC approved the rent review recommendations.

Holt Police Station – Legal Boundary Adjustment

Confidential Decision 2019-38

The PCC approved the legal boundary adjustment.

Reepham Police Station Lease – Break Notice

Confidential Decision 2019-39

The PCC approved the termination of the Reepham Police Station lease.

Planned Maintenance Update

Confidential Decision 2019-40

The PCC approved the estates work for 2019/20.

Hidden Victim Project – Phoenix Project delivered by the Pandora Project

Decision 2019-41

The PCC approved this grant for under the Hidden Victims Phoenix Project delivered by the Pandora Project at a cost of £214,000 for the duration of the project.

Fire Station Works to Provide Police Premises Building Tender – Holt and Reepham

Confidential Decision 2019-42

The PCC noted the current position, approved the outline budget needs and requested for the Head of Estates to re-tender to appoint a new contractor.

Estates – Wymondham OCC Mast

Confidential Decision 2019-43

The PCC agreed to grant a new lease for use of the communications mast at the Operations and Command Centre in Wymondham.

Seven Force Strategic Collaboration Agreement – Third Agreement

Confidential Decision 2019-44

The PCC approved to enter into the Third Collaboration Agreement in respect of the Seven Force Strategic Collaboration Programme.

Joint Information Management – Section 22a Variation Agreement

Confidential Decision 2019-45

The Chief Executive of the Office of the Police and Crime Commissioner executed the renewals of existing collaboration agreements in respect of Joint Management Information.

Single Online Home – Amendment to the existing Section 22a Agreement

Confidential Decision 2019-46

The PCC approved the additional amendments to the Section 22a agreement for Single Online Home (SOH).

(Decision 47 not yet published)

Eastern Region Specialist Operations Unit (ERSOU) Section 22a RIPA Agreement – Addendum

Confidential Decision 2019-48

The PCC approved the addendum to the Section 22a agreement for ERSOU RIPA.

Regional Disaster Victim Identification (DVI) – Section 22a Variation Agreement

Confidential Decision 2019-49

The Chief Executive of the Office of the Police and Crime Commissioner executed the renewals and variations of existing collaboration agreements.

Partnership Contribution for CCTV in King's Lynn and West Norfolk

Decision 2019-50

The PCC approved a crime and disorder reduction contribution to help fund a partnership CCTV project in the borough of King's Lynn and West Norfolk.

PFI Custody Project

Confidential Decision 2019-51

The PCC formally approved the refinancing of the PFI custody project.

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

OPCCN staff take-up Special opportunity to witness policing first-hand

A team of five from the Office of the Police and Crime commissioner for Norfolk took to the streets of Norwich to witness first-hand the work of Norfolk's dedicated Special Constabulary.

14 June 2019

Domestic abuse research network launched

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) is working with partners from across the eastern region to form a new Domestic Abuse Research Network.

2 July 2019

Police and fire share control room

Norfolk's police and fire services are now working closer together than ever before with the two services sharing a control room at police HQ.

2 July 2019

#Impact young driver campaign rounds off academic year with city centre demo

The team behind a road safety campaign targeted at college and sixth form students is rounding off another successful year with a demonstration in the heart of Norwich.

4 July 2019

Organisations offered opportunity to help victims of crime

Organisations which can help victims of crime cope and recover from what they have experienced are being offered the opportunity to provide a victim care service for Norfolk and Suffolk.

10 July 2019

OPCCN staff become Domestic Abuse Champions

Two colleagues at the Office of the Police and Crime Commissioner for Norfolk have become Domestic Abuse Champions in a bid to highlight the issue and provide vital support where needed.

11 July 2019

Have your say on domestic abuse services in the county

An online survey to understand domestic abuse concerns in Norfolk has been opened to the public, service users and professionals.

11 July 2019

Norfolk PCC to host first police and fire Q&A in Fakenham

Lorne is hosting a special Q&A in Fakenham next week – where the people in charge of the county's fire service will join the PCC and Chief Constable in facing public questions.

15 July 2019

Fakenham hosts first police and fire Q&A event

More than 80 members of the public attended the county's first joint police and fire service question and answer session in Fakenham hosted by Norfolk's PCC Lorne Green.

23 July 2019

Praise for team working to keep young people out of the criminal justice system

The PCC has praised the county's Youth Offending Team (YOT) for its work tackling youth crime and supporting vulnerable children and young people.

24 July 2019

PCC welcomes PM's statement on increased police numbers

PCC Lorne Green has welcomed the PM's statement on increased police numbers.

31 July 2019

Audit of accounts complete

The 2018/19 accounts for the PCC and Chief Constable have been published, following the completion of the inspection and audit process.

5 August 2019

Legally qualified chairs sought for police misconduct hearings

PCC Lorne Green is joining PCCs from across the eastern region to recruit up to 15 legally qualified chairs (LQCs).

12 July 2019

Initiative to alarm and protect church buildings helps in the fight against crime

A scheme to help protect Norfolk's churches from the threat of lead theft has been praised by the PCC after police figures showed a near 50 per cent fall in such crimes since its launch.

4 September 2019

Chance to quiz Norfolk PCC and Chief Constable in Great Yarmouth

Norfolk's Police and Crime Commissioner (PCC) and Chief Constable will be answering questions from the public at a Q&A event in Great Yarmouth later this month.

5 September 2019

Norfolk police dogs given collar numbers

Collar numbers will be issued to all current serving and future police dogs in Norfolk and Suffolk in recognition of the vital role they play within policing.

9 September 2019

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

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

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

Date: 1 August 2019	
Subject	Summary
Public agenda	
Police and Crime Plan Theme: Good Stewardship of Taxpayers' Money	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <ol style="list-style-type: none"> 1. The report outlines the Financial Outturn report for 2018/19. 2. The report also provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for the current year, 2019/20. 3. An Estates Update is also included alongside the Performance Metrics for Good Stewardship of Taxpayers' Money. <p>Recommendation: The PCC is asked to note the report.</p>
Police and Crime Plan Theme: Prevent Offending	<p>The Norfolk and Suffolk Integrated Offender Management Scheme (IOM) is known locally as the '180 Scheme'. The scheme has been reviewed and redeveloped over recent years to move the focus away from the traditional cohorts of prolific acquisitive criminals, to a scheme that now focuses attention on threat risk and harm. It aims to identify and work with those who cause the most harm in our communities within the realms of chaotic offender management.</p> <p>The evidence-based approach to offender management has led to the creation of a systematic approach to adoption, offender management and performance monitoring. This new approach has achieved a demonstrable reduction in the harm caused within the community.</p> <p>Recommendation: The PCC is asked to note the report</p>
Police and Crime Plan Theme: Increasing Invisible Policing	<p>The National Neighbourhood Policing Strategy was launched in October 2018. Ahead of the formal launch of the Neighbourhood Policing Guidance, and as a pilot force, the Constabulary undertook a Strategic Assessment to assess our progress against the draft guidance. In May 2019 the Constabulary's Local Policing Command also completed a self-assessment</p>

	<p>for each policing district against the strategy's final framework. This provided an overview of capacity, capability and compliance against the guidance and provided a baseline benchmark.</p> <p>Performance is monitored against the strategy framework and baseline and the Constabulary's current position is very positive. Despite being cautious in our level of assessment, the Constabulary is achieving the majority of the descriptors and exceeding in many of them. The strategy has also proved useful as an additional assessment method to scrutinise the Constabulary's new policing model.</p> <p>Recommendation: The PCC is asked to note the report</p>
Professional Standards Department Complaints Paper	<p>This report relates to Complaints, Misconduct and Professional Standards information for the period 1st April 2018 to 31st March 2019 and provides the following information:</p> <ul style="list-style-type: none"> • Complaints about Police Officers and Police Staff • Complaint reduction and trends • Service Recovery • PCC Dip Sampling • Discipline Outcomes • Lessons Learned <p>Recommendation: The PCC is asked to note the report</p>
Emergency Services Collaboration Group Update	Oral update
Emerging Operational/Organisational Risks	Oral update

Public question and answer sessions were held on 23 July 2019 at the Fakenham Community Centre and Thursday 12 September 2019 at the East Coast College, Great Yarmouth.

The next PAF meeting is due to take place at 10.30am on Tuesday 24 September 2019 – Filby Room, Building 1, Norfolk Constabulary, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.

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

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

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

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

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

The next meeting is yet to be scheduled.

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

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

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

List of items discussed at the most recent Audit Committee meetings

Date: 30 July 2019	
Subject	Summary
Public agenda	
Report from Head of Internal Audit	<p>To consider the audit progress report.</p> <p>Recommendation: To note the report.</p>
Statement of Accounts 2018/19	<p>The Committee is asked to consider the following:</p> <ul style="list-style-type: none"> • The CFO's covering report • Updated and highlighted PCC / Group Accounts (Appendix 1) • Updated and highlighted CC Accounts (Appendix 2) • Annual Governance Statement 2018/19 (Appendix 3) • Audit Results Report – Ernst and Young LLP (Appendix 4) <p>Recommendation: The Committee is invited to recommend the Statements of Accounts and the Annual Governance Statement for signature by the PCC and Chief Constable.</p>
Forward Work Plan	To consider the forward work plan.
Private agenda	
Strategic Risk Register Update	

The Audit Committee is due to meet next at 2pm on Tuesday 22 October 2019.

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:	PEEL: Police effectiveness, efficiency and legitimacy 2018/19 for Norfolk Constabulary
Date Published:	2 nd May 2019
Type of Inspection:	National Inspection

KEY FINDINGS:

PEEL (Police Effectiveness, Efficiency and Legitimacy) is an annual assessment of police forces in England and Wales. Forces are assessed in three ways to find out:

- how effective they are at preventing and investigating crime, protecting vulnerable people and tackling serious organised crime;
- how efficiently they manage demand and plan for the future;
- how legitimately they treat the public, how ethically they behave, and how they treat their workforce.

Forces are judged as 'outstanding', 'good', 'requires improvement' or 'inadequate' on these categories based on inspection findings, analysis and Her Majesty's Inspectors professional judgment across the year. In May 2018, HMICFRS adopted an Integrated PEEL Assessment (IPA) approach to their existing PEEL inspection programme. IPA combines into a single inspection the effectiveness, efficiency and legitimacy areas of PEEL. These areas had previously been inspected separately each year. While it is underpinned by an updated methodology, how HMICFRS inspect is broadly the same from year to year so that the public can see how each police force's performance changes over time.

This was HMICFRS's fifth PEEL assessment of Norfolk Constabulary. Inspectors judged that Norfolk Constabulary is:

- **good** at effectively reducing crime and keeping people safe;
- **outstanding** at operating efficiently and providing sustainable services to the public;
- **good** in the way it treats the public and its workforce legitimately.

The results for Norfolk Constabulary are very positive in a number of areas: HMICFRS recognised its excellent performance in keeping people safe and reducing crime; the Force understands its communities; it tackles anti-social behaviour well and it works closely with partners to ensure it safeguards victims. However, HMICFRS found that within the theme of 'Effectiveness' one area requires improvement – investigating crime. In this area, the quality of Norfolk Constabulary's investigations was deemed to be inconsistent and it needs to improve the way it investigates crimes through better training and more effective supervision as this may be reducing the chances of satisfactory outcomes for victims.

HMICFRS were also pleased with the way Norfolk Constabulary plans for the future; leaders are ambitious and want to be at the forefront of innovative practice. The force has a detailed understanding of changing demand and links this to its future financial planning and workforce development. The force continues to uphold an ethical culture and promote standards of professional behaviour well. However, HMICFRS were concerned that the force does not consistently comply with legislation when dealing with detainees in custody; this is a national issue reflected locally. It needs to strengthen governance of its use of force in these facilities.



Areas for improvement:

- The force must ensure that staff with the right skills are investigating crimes thoroughly, leading to satisfactory outcomes for victims. It should review its approach to the provision of investigative training, development and guidance. The force should also consider how a professional lead for investigations would give consistent oversight.
- The force should improve how it allocates crime, ensuring that investigations are allocated to appropriately trained and supported officers, and that this allocation is appropriately reviewed throughout the investigation.
- The force should ensure regular and active supervision of the quality and progress of investigations. This supervision should be properly recorded.
- The force should ensure its counter corruption unit has the capability and capacity to be effective in its proactive approach to counter corruption – and has full IT monitoring equipment in place to effectively protect the data contained within its systems.

CHIEF CONSTABLE RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

Achieving outstanding in two areas of this inspection is a credit to how hard all my officers and staff in the constabulary have worked to provide the best possible service to the public.

Successfully adapting our policing model in order to deal with the changing face of complex crime has also enabled us to give more focus to local issues such as rural crime and anti-social behaviour. However, similar to all other forces, we are experiencing the pressure of delivering an appropriate response against reducing resources. Unfortunately as a consequence something has to give.

In Norfolk's case we have had to rapidly increase recruitment, introducing a high number of staff into policing and this has exposed a key area around how we undertake frontline investigations where we, along with many others, need to make changes. Fortunately, we had already recognised this issue, with a review of our services finding some of our investigative knowledge and skills moving from frequently committed crime investigations to specialist teams. We will now be looking to give our relatively inexperienced and new workforce the further training and supervisory support they need to continue our high level of service to victims.

However, I remain pleased that our efforts to maintain our quality of service has been recognised in this latest report by HMICFRS and we will continue to work to prevent and detect crime with a victim centred approach ensuring the best outcome is achieved for all.



PCC RESPONSE TO REPORT AND ANY RECOMMENDATIONS:

I am pleased Norfolk Constabulary has received such a positive report. This reflects the hard work and commitment of police officers and staff in keeping Norfolk a safe place to live and work.

The inspection highlights that Norfolk continues to be an efficient and effective force. It is meeting both current demands and, just as importantly, planning to ensure future needs are met. This is essential considering the financial and personnel challenges it faces in the coming years. The force also continues to have the support and consent of the communities it serves, something which is vital to successful modern policing and personally important to me. This is why, throughout my tenure, I have placed a high level of public accountability and scrutiny of the police at the heart of my agenda, holding the Chief Constable and the Constabulary to account in a multitude of public forums.

My office has legal responsibility for supporting the victims of crime and I am therefore pleased to see that the constabulary is rated as 'good' for preventing crime and anti-social behaviour and that it protects the vulnerable well.

While this report is good overall, and indeed outstanding in the area of efficiency, there remains scope for improvement, especially in the area of crime investigation, where it has been found to require improvement. For the remainder of my time in office I will continue to monitor this via a combination of briefing reports prepared by the Chief Constable for the Strategic Governance Board and Police Accountability Forums. I will also continue to support the force, and ensure prudence in use of the public purse, by ensuring the benefits of an increase in the police precept in this year's council tax bill are spent to best effect.

For Office Use Only:

- ✓ Response forwarded to the Home Office
- ✓ Response forwarded to HMICFRS
- ✓ Response published on the OPCCN website
- ✓ Response forwarded to Chief Constable
- ✓ Response forwarded to Police and Crime Panel

Forward Work Programme

Date	Item	Attendees
10am, 20 November 2019, County Hall	PCC's 2020-21 Budget Consultation Police and Crime Plan performance monitoring (including commissioned services) Complaints Policy Sub Panel - update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 4 February 2020, County Hall	Review the PCC's proposed precept for 2020-21 (the Panel must review and report by 8 February 2020) Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 19 February 2020, County Hall	Reserve date – to review a revised precept for 2019-20, if vetoed (the Panel must review and report by 22 February 2020)	Commissioner, supported by members of the Commissioner's staff and Chief Constable
End of March/early April 2020, County Hall	Police and Crime Plan performance monitoring (including commissioned services)	Commissioner, supported by members of the

(To be confirmed)	Independent Custody Visitor Scheme Annual Report Complaints Policy Sub Panel - update Information bulletin – questions arising to the PCC Forward Work Programme	Commissioner's staff and Chief Constable
May 2020	PCC elections	
End of June/early July 2020, County Hall (To be confirmed)	Election of Chairman and Vice-Chairman Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel funding Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable

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

- confirmation hearings

PCP - Complaints 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: 6 August 2019

Next meeting: 4 November 2019

PCP training and network events

- LGA annual PCP workshop: 11 July 2019 (LGA, 18 Smith Square, Westminster, SW1P 3HZ), attended by Cllr Michael Edney and Air Commodore Kevin Pellatt
- Eastern Region PCP Network: 20 September 2019 (Air Commodore Kevin Pellatt to attend) and March 2020 (date and venue to be confirmed).
- Annual PCP conference: 19 November 2019 (Scarman House, Warwick Conference Centre), to be attended by Cllr Michael Edney and Air Commodore Kevin Pellatt

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel – this Sub Panel meets at least annually; the last meeting took place on Wednesday 13 February 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).

- 24 September 2019

PCC public question and answer sessions – The date and venue of the next session is due to be confirmed.

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.