

Norfolk Police and Crime Panel



Date: **Tuesday 1 February 2022**
Time: **11am**
Venue: **Council Chamber, County Hall, Norwich**

Panel Members are invited to a pre-meeting at 10.15am on 1 February 2022 in the Edwards Room, County Hall, Norwich.

Advice for members of the public:

This meeting will be held in public and in person.

It will be live streamed on YouTube and, in view of Covid-19 guidelines, we would encourage members of the public to watch remotely by clicking on the following link: https://www.youtube.com/channel/UCdyUrFjYNPq5psa-LFIJA/videos?view=2&live_view=502

However, if you wish to attend in person it would be most helpful if, on this occasion, you could indicate in advance that it is your intention to do so. This can be done by emailing committees@norfolk.gov.uk where we will ask you to provide your name, address and details of how we can contact you (in the event of a Covid-19 outbreak). Please note that public seating will be limited.

Councillors and Officers attending the meeting will be taking a lateral flow test in advance. They will also be advised to wear face masks all times unless they are speaking or are exempt from wearing one. We would like to request that anyone attending the meeting does the same to help make the event safe for all those attending. Information about symptom-free testing is available [here](#).

Membership

Main Member	Substitute Member	Representing
Cllr Gordon Bambridge	Cllr Mark Robinson	Breckland District Council
Cllr Jonathan Emsell	Cllr Peter Bulman	Broadland District Council
Cllr Mike Smith-Clare	Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Colin Manning	Cllr Stuart Dark	King's Lynn and West Norfolk Council
Cllr William Richmond	Cllr Julian Kirk	Norfolk County Council
Cllr Graham Carpenter	Cllr David Bills	Norfolk County Council
Cllr Tim Adams	Cllr Steve Riley	Norfolk County Council
Cllr Sarah Butikofer	Cllr John Toye	North Norfolk District Council
Cllr Cate Oliver	Cllr Paul Kendrick	Norwich City Council
Cllr James Easter	Cllr Margaret Dewsbury	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

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

Nicola Ledain on 01603 223053
or email committees@norfolk.gov.uk

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

A g e n d a

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

2. Minutes

To confirm the minutes of the meetings held on:

- 22 November 2021
- 2 December 2021

(Page **6**)
(Page **14**)

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

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

5. Public questions

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

Please note that all questions were to have been received by the Committee Team (committees@norfolk.gov.uk or 01603 223814) by **5pm on Monday 24 January 2022.**

- 6. Police and Crime Commissioner (PCC) for Norfolk’s proposed police precept for 2022-23** To follow

To consider the PCC’s precept proposal for 2022-23.
- 7. Police and Crime Plan for Norfolk 2016-2022 – performance monitoring** (Page **21**)

To consider an update from the PCC.
- 8. Seven Force Regional Collaboration Programme** (Page **56**)

To consider an overview of the Collaboration Programme.
- 9. PCC Complaints Monitoring Report** (Page **61**)

To consider the regular monitoring information about complaints relating to the conduct of the PCC.
- 10. Complaints Policy Sub Panel - Update** (Page **63**)

To consider an update from the Chair of the Sub Panel.
- 11. Information bulletin – questions arising to the PCC** (Page **67**)

To consider the full extent of PCC activities and decisions since the last Panel meeting.
- 12. Work Programme** (Page **79**)

To review the proposed work programme.

Tom McCabe
Head of Paid Service
Norfolk County Council
County Hall
Martineau Lane
Norwich
NR1 2DH
Date Agenda Published: 24 January 2022



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Norfolk Police and Crime Panel

Minutes of the Meeting held on 22 November 2021 at 10am at County Hall, Norwich

Panel Members Present:

Cllr William Richmond (Chair)	Norfolk County Council
Air Commodore Kevin Pellatt (Vice-Chair)	Co-opted Independent Member
Cllr Tim Adams	North Norfolk District Council
Cllr Graham Carpenter	Norfolk County Council
Cllr James Easter	South Norfolk Council
Cllr Cate Oliver	Norwich City Council

Officers Present:

Paul Sanford	Temporary Chief Constable for Norfolk (CC)
Giles Orpen-Smellie	Police and Crime Commissioner for Norfolk (PCC)
Sharon Lister	Director of Performance and Scrutiny, OPCCN
Jonathan Hall	Committee Officer, Norfolk County Council, NCC
Jo Martin	Democratic Support and Scrutiny Team Manager, NCC
Gavin Thompson	Director of Policy and Commissioning, OPCCN
Mark Stokes	Chief Executive, OPCCN
Jill Penn	Chief Finance Officer, OPCCN

- 1. To receive apologies and details of any substitute members attending**
 - 1.1 Apologies were received from Cllr Mike Smith-Clare, Cllr Sarah Butikofer, Peter Hill and Cllr Gordon Bambridge.
- 2. Minutes**
 - 2.1 The minutes of the meeting held on 21 September 2021 were agreed as an accurate record and signed by the Chair.
- 3. Members to Declare any Interests**
 - 3.1 There were no interests declared.
- 4. To receive any items of business which the Chair decides should be**

considered as a matter of urgency

4.1 No urgent business was discussed.

5. Public Questions

5.1 No public questions were received.

6. Police and Crime Commissioner for Norfolk's Police and Crime Plan 2022-24

6.1 The Panel received the report which set out the PCC's draft Police and Crime Plan 2022-2024.

6.1.1 The PCC introduced the draft plan and highlighted that it needed to be in place not later than 31 March 2022. He confirmed that his predecessor's plan would be in place until 30 March 2022 to allow development of his own plan. This was being developed collaboratively by himself, the CC and the rest of the team from OPCCN. Mental health had not been mentioned specifically in the plan, but in the emerging strategy from OPCCN that was being addressed by the commissioning of services and in relation to this, there had been a slight amendment to the draft plan since the publication of the agenda; pillar 6 had been added to the plan titled 'Early identification and diversion to the appropriate agencies for those suffering with Mental Health issues.'

The PCC confirmed that the plan would form a benchmark to be able to hold the CC to account. It had taken note of national direction and all relevant requirements, but also local advice from a range of views gathered during the election period which had been translated into Norfolk context. The plan works closely alongside that of the Norfolk Community Safety Partnership.

The PCC explained the plan in the context of a temple. There were ground ethical values and standards, which the Police must live up to those expected of them and which should be the bedrock of policing, after which was sound financial planning. The PCC then explained the six pillars of the plan, with the commissioning strategy and the effective communications strategy lying over the pillars.

The PCC finished his introduction by thanking all those who had worked on the Plan, and paid tribute to his team at OPCCN who had worked particularly hard.

6.2 During the discussion, the following points were raised;

6.2.2 The Panel asked if the 'Street Safe Campaign' would be continuing throughout this plan, and if the Constabulary were reporting back to Local Authorities about the captured data to help make those areas highlighted from the data safer. The PCC confirmed that 'Street Safe Campaign' should continue through the new plan. In the aftermath of the murder of Sarah Everard and the wider concern of violence against women and girls, it was certainly an emphasis. There would obviously be a need to ensure that the funding remained in place. With regards to reporting back, this was in early stages. It needed a better and bigger sample where the hotspots were then more conversations could take place. It was hoped that as well as Officers in those hotspots, there could be other methods of making those areas safer, such as street

lighting. The CC confirmed that the website was owned by the Home Office and had initially been set up for 3 months, which was now being extended. If the Home Office continued to provide the platform, the CC confirmed that they would continue to utilise it and could look at developing their own. Norfolk had the third highest response rate in the Country which was positive. The data was starting to highlight some hotspots, and there were some common factors of those hotspots. It was the hope of the CC, to provide a presentation at the Community Partnership to share the information with local councils.

- 6.2.3 The cyber unit would be predominantly based at Halesworth, but all stations would have the capacity to deal with fraud at the lower end. The CC added that they were moving towards a tiering of capabilities, with three tiers ranging from being able to report and capture data, to the high-tech of analysing mobile phones and other equipment.
- 6.2.4 Each objective outlined in the plan would eventually have measurable performance indicators alongside it. The PCC was currently trying to identify one set of measurables that would fit all areas. However, some areas which were dealt with by the PCC were subjective which complicated matters. It was also highlighted that in addition to the plan there were the operational plans that sat beneath it, which would feed into the PCC's plans and provided data which the PCC would use to measure if the objectives were being achieved. The PCC added that he would look to alter the reporting format to one which gave the Panel the data in a format which was more useful.
- 6.2.5 There had been no preliminary judgements made with regards to the modelling of the medium-term financial plan. It had been based on what had previously been in the medium-term plan. The PCC explained that he had modelled various scenarios and in the recent comprehensive spending review, the Chancellor had given PCC's certain flexibility to increase up £10 per year for each year of the three-year comprehensive spending review settlement. The PCC added that it was too early to comment if the funding for commissioning services from the Ministry of Justice was likely to change in view of the spending review. The Chancellors' settlement was expected on the 27 November 2021. It was noted that how central Government decided to allocate funding would potentially make a difference to the amount of funding that Norfolk received. Each Constabulary department were currently working on their in-house budget with an aim of reporting that in early December 2021.
- 6.2.6 The PCC explained that the vetting process for Norfolk Constabulary was working fine with a degree of backlog due to recruitment of officers, general turnover, and the uplift programme. Norfolk generated a reasonable demand of the vetting service which in turn had to be resourced. He was not aware of any major problems in Norfolk. The CC clarified that every new joiner to the Constabulary would be subject to a comprehensive level of vetting, plus there was a periodic re-vetting of current staff. There was currently a 40-day delay for a new joiner which was manageable and a reflection of the depth of the checks they had to undertake. He added that although vetting was extremely important, it wasn't the solution as it only informed employers what someone had done, not what someone would do. The Constabulary were making additional investment, human and technological, to strengthen the defences. Vetting was also currently undergoing a review, which would identify what would need looking at, but he was confident that Norfolk was in a strong place. Social media, however, was an area of concern for all areas of the Police Force. Norfolk currently checked social media activity, but it was so extensive that there

was a need to prioritise and check for a certain period, and if no red flags were shown, the checking would cease.

Panel members commented that there needed to be a system of whistleblowing for colleagues to report if they were concerned. The PCC confirmed that he was making provisions for this. The PCC also confirmed that a bid had been submitted to the Home Office for funding for the 'Safety of Women at Night' fund but had been unsuccessful.

- 6.2.7 The Chair highlighted that the new Plan provided an opportunity for the Panel to review what information was needed to monitor its delivery and review the Panel's Forward Work Programme. In view of that, he proposed that the Panel set up a time limited task and finish group to carry out that piece of work, together with the PCC.
- 6.3 The Panel unanimously **ENDORSED** the PCC's draft Police and Crime Plan 2022-2024 as presented and with the addition of the following objective under Pillar 6 (Safer and Stronger Communities): Early identification and diversion to the appropriate agencies for those suffering with Mental Health issues.
- 6.4 The Panel also **AGREED** to establish a task and finish group to review the information it needed to monitor delivery of the Plan and the Panel's Forward Work Programme
- 6.5 The Chair advised that a letter would be sent to the PCC to confirm the outcome of the Panel's discussion, in place of a report.

7. Police and Crime Commissioner for Norfolk's 2022/23 Precept Consultation

- 7.1 The Panel received the report outlining how the Office of the Police and Crime Commissioner (OPCCN) proposed consulting on the Commissioner's proposals and publishing the results.
- 7.2 In introducing the report, the PCC highlighted that the precept consultation was a statutory duty. The Chancellor, on 27 October 2021, announced that PCC's had flexibility in increasing the precept to £10 per year of each year of the comprehensive spending review settlement which equated to 3.59% (20p per week). However, it was not known what the Home Office allocation was going to be. The Chancellor gave a better comprehensive settlement than was expected, but there would be unexpected and additional pressures such as pay rises and other costs which would have to be absorbed by the budget. The Home Office could also wish to top slice the amount that goes to each County. It was hoped that there would be a 3-year settlement announced which would enable the PCC and CC to be able to plan longer term. The earliest date when the outcome would be known was the week beginning 6 December 2021, but it was expected to be later in the month. The PCC would then need to confirm his recommendation for the precept and circulate the consultation, the outline of which was presented in the report.
- 7.3 During the discussion, the following points were raised;
 - 7.3.1 The Panel was interested to know how the PCC was approaching the precept consultation compared to predecessors, particularly around achieving a higher turnout. The PCC explained that the problem with conducting a consultation in

December / January was that no-one was particularly interested in engaging. There would be an online survey, virtual audiences as listed in the report, as well as some face-to-face consultation. The previous consultation achieved just under 1000 responses which compared to several other consultations was reasonable. However, he felt it would be better to have a bigger sample to be able to learn from and know what the public's mandate was, as he was their elective representative.

- 7.3.2 The PCC explained that alongside the digital aspect of the consultation, there would be an associated media campaign which would alert residents to the consultation with the aim of reaching those people who might not always contribute and with the greater aim of reaching a broader spectrum. The Panel expressed concern for those residents who were not able to respond digitally, either because of poor connectivity or because they did not have access to the internet. The PCC confirmed that there would be a hard copy means of responding to the consultation as the more people he could get to respond, the better. Members commented that the consultation could be promoted to parish councils etc and they could help distribute to those within their parish without digital access, and then collect in. The PCC confirmed that the Norfolk Association of Local Councils were being contacted with the hope they could help.
- 7.3.3 Website access was not only an issue in rural areas but also urban areas. Members suggested that the consultation could be advertised in libraries to help those who don't have the digital access at home.
- 7.4 The Panel **NOTED** the overview of the Police and Crime Commissioner's (PCC) 2021/22 precept consultation. The Chair confirmed that details of the consultation would be circulated to Panel Members once it had been launched

8. Police and Crime Plan for Norfolk 2016-2021 – performance monitoring

- 8.1. The Panel received the report providing an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2021 (Priority 1: Increase Visible Policing and Priority 4: Prevent Offending).
- 8.2 In introducing the report, the PCC confirmed that his predecessor's Plan would remain in place until the end of March 2022, and while that Plan was in place, he expected to be held fully accountable for the progress being made against it.
- 8.2.1 During the discussion, the following points were raised;
- 8.2.2 The PCC explained that the Moonshot teams were still a huge success, with all three teams still operating. The PCC had first-hand experience of observing with them and experiencing the effectiveness of the teams. They were settled in, and if funds were unlimited a fourth team could be set up, however, there were conflicting priorities. The CC added that there had been no decrease of the Moonshot activity despite the Panel not hearing about them as much as previously. It had been successful initiative and they were a permanent fixture.
- 8.2.3 The PCC explained that the precept was not purely designed to fund front line duties. Most of the last precept income was used to increase the capabilities of the control room and the responses of 101 calls and this effect was now being seen. He acknowledged that there was a concern of the extraction of police officers for other tasks, such as training. As policing was becoming more under scrutiny, the training had become more demanding. The new police qualification structure

would mean that new recruits would be extracted for a greater number of duties. It was a fine balancing act and would be dependent on the needs of the community and the draws on the Constabulary.

The CC explained that an Officer was available for front line duties once all training had been completed and they were able to drive a response car. However, the training programmes were becoming longer and with the implementation of the Home Office Uplift Programme there would be a lag between the time of arrival and the time the Officer was considered as ready for front line duties. There had been a delay with driver training in particular and there was a waiting list for drivers who were trained and ready for blue light runs. Recently, an investment had been made into additional driver trainers to try and address this issue.

- 8.2.4 The Panel had concerns that the data in the report didn't reflect the priorities under scrutiny and felt there was a future need to define the data. The PCC added that as part of the new plan, he hoped there would be a new reporting mechanism, in view of reducing the amount of paperwork and time that was being put into the papers for each meeting. He wanted to include data that was useful for the Panel and what they wanted to see. It was suggested that data and trends over a period rather than a snapshot maybe more beneficial.
- 8.2.5 The PCC was wary of suggesting that Norfolk was county lines free as it was just one model of drug supply. Norfolk was doing very well in the fight of county lines, but they needed to maintain and control that fight. The PCC added that if there was a user market in Norfolk, there would be a supply, and county lines was just one method. The successful approach in Norfolk was prioritising those groups who posed the greatest risk, such as the exploitation of the vulnerable and children and those who use extreme violence. There had been a reduction in the number of the vulnerable people involved in those groups. The method in which those gangs operated was very fluid, and they used a variety of transport methods. The Constabulary always tried to be one step ahead, and with the support of the OPCCN were trying to take the preventative approach and cut off supply.
- 8.2.6 The engagement posts described at page 45 of the report were police staff roles rather than police officer roles. The greatest problem of providing consistency of police officers in areas of the county was the demographic of the constabulary, which was now emerging, and it was highlighted that a third of the force would be in the third year of the uplift programme. At the other end of the demographic, there were several officers reaching pension age and were retiring as uncertainty with the police pension had caused experience staff to leave the service earlier than they would. This meant that there was a gap emerging and managing the consistency was a challenge.
The CC added that the engagement posts would move out into the community and work alongside the community officers to help make communications local to the residents.
- 8.2.7 The Panel was pleased to read the commissioning services update and the work that had gone into various services. The PCC clarified that 'in-kind contribution' that was referred to on page 51 referred to the resources from the OPCCN that were given as part of the projects such as researchers etc.
- 8.2.8 The PCC confirmed that the 49 safer neighbour areas would continue as part of the neighbour policing strategy.

- 8.2.9 Hate crimes were now a much wider known issue, and the increase of hate crimes noted on page 62, could be a consequence of this. Across all districts within the last year there had been an increase in hate crime. The CC added that some analysis had been produced which plotted on a timeline serious world events and the reporting of local hate crimes which had shown there was a correlation between the two. Specifically, to North Norfolk, in response to members' question, there had been some well publicised events in Sea Palling which had an impact on the reporting of the hate crimes in that area.
- 8.2.10 The CC explained that demand was particularly increasing in the South Norfolk and the Broadland areas of the county, mainly because of the population growth in those areas hence the rise in hate crime figures in South Norfolk. He added that achieving the response times in those areas struggled. The Government's Uplift campaign would help to address those issues but would take some time to see those effects on the ground.
- 8.3 The Panel **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2021.

9. Complaints Policy Sub Panel – Update

- 9.1 The Panel received the report giving an update from the Complaints Policy Sub Panel.
- 9.2 The Sub Panel's Chair added that himself and the Scrutiny Manager had conducted two seminars at the recently attended conference and had received positive feedback with the seminars being oversubscribed.
- 9.4 The Panel **NOTED** the update.

10. Information Bulletin – questions arising to the PCC

- 10.1 The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.
- 10.2 During the discussion, the following points were noted;
- 10.2.1 The Emergency Services Network was still being implemented, but there had been several issues which had caused delay.
- 10.2.2 The Chief Finance Officer explained that the accounts had been ready on 31 May 2021, but the accountants were not able to resource the audit. It was hoped that the audit committee at the end of November would see the final audited accounts
- 10.2.3 The Chair was pleased to see from the report that collaboration meetings with Suffolk OPCCN and PCC were taking place. The PCC added that the collaboration was going well with an encouraging collaboration plan in place. The PCC was in constant contact with the Suffolk PCC, as were the CEO's. There was a large amount of business that was shared, and there were similar priorities. The next meeting was taking place on 1 December 2021 with a PCC / CEO meeting.

10.2.4 The Panel **NOTED** the report.

11. Police (Fire) and Crime Panel Conference 2021

- 11.1 The Panel received the report which set out details of the recent Police (Fire) and Crime Panel Conference 2021. The conference had been attended by Vice Chair Air Commodore Kevin Pellatt and Mrs Jo Martin, Democratic Support and Scrutiny Manager. The Chair thanked them both for attending.
- 11.2 The Vice Chair highlighted that it had been a very useful conference. They had met with the Chair of Suffolk Police and Crime Panel who had suggested observing each other's meetings from time to time.
- 11.3 The Panel **NOTED** the report and considered matters that had risen from the conference.

12. Work Programme

- 12.1 The Panel received the work programme for the period January 2022 – December 2022.
- 12.2 The Chair reminded Panel Members of the extraordinary meeting taking place on 2 December 2012 and encouraged as many Panel members to attend as possible.
- 12.3 The Panel **AGREED** the work programme.

Meeting ended 11:55am

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

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Norfolk Police and Crime Panel

Minutes of the Meeting held on 2 December 2021 at 11am in the Council Chamber, County Hall, Norwich

Main Panel Members Present:

Cllr William Richmond (Chair)
Cllr Gordon Bambridge
Cllr Jonathan Emsell
Cllr Mike Smith-Clare
Cllr Colin Manning
Cllr Graham Carpenter
Cllr James Easter
Cllr Cate Oliver
Mr Peter Hill

Norfolk County Council
Breckland District Council
Broadland District Council
Great Yarmouth Borough Council
King's Lynn and West Norfolk Council
Norfolk County Council
South Norfolk Council
Norwich City Council
Co-opted Independent Member

Officers Present:

Julie Fisher
Jo Martin

Lead HR Business Partner, Norfolk County Council (NCC)
Democratic Support and Scrutiny Team Manager, NCC

Others Present

Giles Orpen-Smellie
Paul Sanford
Mark Stokes

Police and Crime Commissioner (PCC) for Norfolk
Candidate, Chief Constable for Norfolk
Chief Executive, Office of the Police and Crime
Commissioner for Norfolk, OPCCN

Sharon Lister
Helen Johns

Director of Performance and Scrutiny, OPCCN
Head of Communications, OPCCN

- 1. To receive apologies and details of any substitute Members attending**
 - 1.1 Apologies had been received from Air Commodore Kevin Pellatt, Cllr Tim Adams and Cllr Sarah Butikofer.
- 2. Members to Declare any Interests**
 - 2.1 There were no interests declared.
- 3. To receive any items of business which the Chair decides should be considered as a matter of urgency**

3.1 There were no items of urgent business.

4. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's Chief Constable

4.1 The Chair welcomed the PCC and Mr Sanford. The Chair explained the format of the meeting and checked whether they had any questions about the process.

4.2 The Chair invited the PCC to introduce the preferred candidate

4.2.1 The PCC explained that he recommended Paul Sanford to be the next Chief Constable of Norfolk Constabulary. His aim had been to conduct a fair and open process in the best interest of Norfolk and Norfolk Constabulary. Therefore, the College of Policing offered a common process and offered national standards and was overseen and scrutinised by independent members. He assured the Panel that the process had been fully compliant in the letter and the spirit of the College of Policing. He expressed his gratitude for the independent members' input and participation in conducting the selection process.

4.2.2 The role was advertised through normal channels in policing publications, and he had written to every PCC and Chief Constable across the country. The College of Policing also wrote to every qualified officer drawing their attention to the vacancy; however, a limited field was expected. However, the PCC was very clear that any candidate who put themselves forward must have met the national standard for the importance of Norfolk, Norfolk Constabulary and for the candidate themselves who needed a clear mandate to do the job. The option of not appointing would have been taken if required and the process was halted and re-started which demonstrated the rigour that the standards were placed upon the process

4.2.3 Stakeholder panels reported that their respective panels were unanimous that the PCC should appoint Mr Sanford. The appointment panel was also unanimous in their decision for appointing Mr Sanford.

4.2.4 Terms and conditions were included for the Panel's information.

4.2.5 The PCC assured the Panel that Mr Sanford confirmed and reinforced all that had been seen by the PCC in working with him temporarily for the previous few months. The PCC confirmed that he felt that Mr Sanford was the right candidate for Norfolk, Norfolk Constabulary and especially currently with all that was happening in policing. He confirmed that he had no hesitation recommending Mr Sanford for the role of Chief Constable.

4.3 The following questions were addressed to the PCC and answered by him;

4.3.1 Q Do you feel you could have done any more to increase the number of candidates who applied for the position?

A. Behind the scenes a lot of work was carried out by College of Policing and the Independent Member who was sitting on other recruitment panels. I feel that we reached out as far and as widely as we could, having made the vacancy known to all those who could apply. There were a couple more potential candidates who had shown vague interest but didn't apply.

4.3.2 Q. Norfolk's previous Chief Constable was one who had successfully worked through the ranks, and Mr Sanford has also followed that path. How do you see that playing for the

community, positively and negatively?

A – That has been in my mind from the outset. There is always a balance between going for home grown individuals who know everyone but may keep things the same, or fresh blood who would take time to learn the people and job. Throughout the selection process, I was keen to learn that there would be a new direction. However, it isn't just the Chief Constable alone but the whole Chief Officer team and, once an appointment is confirmed, there would be the opportunity for the new Chief Constable to look at the whole team.

There could be the risk of going to the Chief Constable and being told that it had always been done in that way in Norfolk, but the PCC's job is to encourage to look at things with a fresh pair of eyes and to scrutinise, and that's part of the relationship being developed. I have been encouraged that conversations already held have indicated that it won't be more of the same. I can provide that fresh pair of eyes from conversations I have with Ministers, and other organisations that I am involved in. That's part of the scrutiny that the PCC has to do.

4.3.3 Q – With reference to the guidance of independent members on page 31, and the list of independent members who were involved on page 18, although all respected, competent and professional individuals, was any consideration given to independent members from the ambulance or fire service, or the private sector.

A – Consideration had been given to the private sector, but we chose those who the Chief Constable was more likely to work with hence the Head of Paid Service from Norfolk County Council. There was also the former Chief Constable from Cambridgeshire who covered all blue light services.

4.4 The Chair invited the candidate, Mr Paul Sanford to explain why he was a suitable candidate. In response, Mr Sanford explained that this was an important time to choose the right Chief Constable bearing in mind the challenges being faced locally and nationally by police forces. More than ever, a trusted, competent, and inspirational leader who was passionate about the county and wanted to deliver exceptional services for the county was needed. He explained that he was invested in the constabulary having served in every rank, as a constable and as a detective. He had high levels of organisational credibility and was widely known and accepted as a leader and had the confidence that people would follow. Mr Sanford was trained as firearms and had led some high-risk incidences Norfolk Constabulary had managed, leading homicide investigations. It was also important to note that for just under 4 years he had worked out of Norfolk Constabulary, predominately in London, to see how policing and business works and doesn't work. He was part of a team that investigated child sexual abuse leading to 80 convictions, at least one in very force. Mr Sanford had a strong track record in policing and knew policing well.

His main vision over the coming years was to deliver exceptional service. In achieving that, there were three priorities; protecting our communities, with a particular emphasis on prevention of crime; to build and sustain trust and to be accountable to those who serve and be visible and accessible; and to be prompt and professional at the first point of contact. This was all achievable by exploiting data and with collaborative relationships.

4.5 The following questions were addressed to Mr Sanford and answered by him;

4.5.1 Q. Do you feel by not having had the experience of a position in another authority rather than a secondment, that this might inhibit your effectiveness of being Chief Constable?
A.. Not at all. If I felt that I was not ready to be Chief Constable I would not have applied. I have too much respect for the County and the Constabulary. The six months

experience of being temporary Chief Constable has left me with the confidence of being able to do the role. As rated by Her Majesty Inspectorate, Norfolk is an exceptional police force, and I have been part of what's made it exceptional. The rating particularly noted our innovation and that we were pioneers of change, and I have been leading that change.

4.5.2 Q. If the Chief Constable woke up after a great night's sleep and all the policing woes were gone overnight, how would that Chief Constable know the difference?

A. Policing is not about crime figures and numbers, and I'm not a Chief Constable who pays particular regard to them. Policing is about relationships, communication and trust, and service, so I wouldn't know the difference until I was walking the streets and can feel and touch it. We have to deliver policing that wins trust and support, and then the figures will take care of themselves.

4.5.3 Q. What would you do to ensure that the Police Force represents the diversity of the community, and in particular how would you support female colleagues to reach senior roles and fulfil their potential?

A. We have made good progress over recent months. 40% of the new recruits will be female. The recruitment effect will take some time to move forward to those senior positions. Over last few years established new staff support networks for all staff. Amongst numerous action plans and strategies, there needs to be a culture that once people are at work, they are trusted, respected and allowed them to be themselves. My job is to create the environment where those people can thrive.

4.5.4 Q. The use of technology has worked well in the past, such as the initiative with county lines. Moving forwards, there is a need to ensure that the human face of policing is still public. How do you see the balance?

A. Better technology is an enabler to help get Officers out of stations and make processes more efficient to prevent double keying. The PCC is keen to maximise the front-line staff, and so streamlining the back office will help make the most of the front line.

4.5.5 Q. You will be working closely with the PCC. Can you explain what you understand by the term operational independence?

A. I've had the opportunity to work alongside the PCC for the last six months, and I felt it was important to test out that relationship before applying for the role as it was important for everyone that it was a strong relationship. At the heart of operational independent, I need to make decisions that are in the public's interests. I have to be responsible and accountable for the decisions of the police officers. I have due regard for the police and crime plan, but the day to day running of the constabulary is the Chief Constable's responsibility.

4.5.6 Q. What steps could you take if that line of independence which should be clearly drawn, and the principle of it was safeguarded, what would you do if you reached the conclusion that the PCC was crossing that line?

A. The PCC and CC are talking and meet informally at least on a weekly. The first port of call is conversation. I am held to account by the PCC through various boards. I have high values and will stick to those decisions that I think are right. There has been no sight of the boundaries being breached and I am confident that it won't be a situation, but I will be ready for it if it did occur.

4.5.7 Q. What would you do to ensure colleagues mental health and emotional needs were acknowledged, met, and supported?

A. This is a concern. Officers are working harder than ever and dealing with a challenging workload. Often finding ourselves as a first responder to mental health. Firstly, significant investment has been made into workplace health teams, such as occupational health but an equal priority is preventing. There has been investment in psychological support, and in the past invested in fitness, as well as running wellbeing seminars for a range of topics. I can also give the practical steps such as providing the best equipment, best leadership, best stations. Hopefully through Government Uplift Programme, 200 police officers will be recruited in a 3-year period which will help with resilience.

4.5.8 Q. Please give an example of an unpopular decision you have made and the process of the lead up to that decision?

A. The closure of inquiry offices in all but three locations was a difficult and unpopular decision for communities. When you are making those decisions, there is a need to understand the business, what are the services and can they be provided differently. Even after making that decision, had to ensure that the community need was being addressed. There was investment in the phone lines so people weren't waiting on the phone, which was the main reason why people would use the inquiry office and ensured that those times when the police officer were available was advertised.

4.5.9 Q. This is a rural county which suffers from rural crime, and there is still the perception in villagers that they don't see much of the police in these areas. What kind of innovation will you bring to those areas?

A. This is an issue close to my heart that we need to police the whole of the county. It would be easy to plough resources into 3 or 4 main resource hubs but that won't solve things. Recent innovation that will hopefully make a difference such as 'Park and Walk' where Officers park the car and walk among the local area. This can be used to maximise the audience if used in a time-orientated way. 'Streetsafe' makes use of technology, website which anyone can access and shows a map where residents can identify locations where people do not feel safe. Norfolk was the third highest user nationally of this platform. However, no police force can respond to every demand it faces but through these initiatives, where Officers are visible, it can target where matters most and make the most impact.

4.5.10 Q. How might you reduce crime in relation to domestic abuse?

A. A good response to domestic abuse may see a rise in figures because it would encourage earlier reporting. It concerns me that data shows that it often the 25th – 30th time of abuse before it is reported. We have seen an exponential increase in domestic abuse and the domestic abuse which is being increasingly attended by Officers is predominantly by a younger cohort of individuals. The police role is to provide an exceptional response, thorough investigation, and support for the victims. The County's role is to look at how we can change those factors which are causing the increase. The parental responsibility is also massive within this and there is also a vital role for the voluntary and third sector to ensure that once domestic abuse has occurred the support is there. I have a real appetite to change our approach to domestic abuse. We have been putting a significant number of resources into the support for victims, but we want to proactively go after the perpetrator who bounce from one relationship to another and have therefore launched a domestic abuse perpetrator programme.

4.5.11 Q. How can you as Chief Constable help the PCP carry out its role effectively?

A. It is vital for the PCP to have a solid, comprehensive understanding of how the Constabulary is performing. I am keen to provide any increased access needed either by person or by data or reports. I will be open, honest, transparent, and share problems and

be transparent about the challenges we face. Along with the PCC, we can provide all information needed for the PCP to do the role.

4.6 The Chair thanked the PCC and Mr Sanford for the responses they had provided to questions.

5. Exclusion of the Public

5.1 The Chair suggested that, regarding item 6, the Panel should consider whether to exclude the public for the consideration of its recommendation to the PCC.

5.2 The Scrutiny Support Manager advised that the Panel could consider excluding the public from the meeting under section 100A of the Local Government Act 1972 for consideration of the item on the grounds that its discussion will involve the likely disclosure of exempt information as defined by a Paragraph 1 of Part 1 of Schedule 12A to the Act, that is, information relating to an individual, and that the public interest in maintaining the exemption outweighed the public interest in disclosing the information for the following reasons:

- To take the best and most informed decision that they can, Panel Members need space to consider and discuss the suitability of the candidate for the role without feeling constrained by the presence of the public and press.
- The Panel's decision, and the reasons for it, would be released into the public domain in due course and the delay in doing so was not critical to the public interest.

5.3 The Panel **RESOLVED** that the public be excluded.

6. Confirmation Hearing for the Police and Crime Commissioner for Norfolk's proposed Chief Constable appointment

6.1 The Panel discussed the outcome of the Confirmation Hearing and agreed its recommendation to the PCC.

7. Return to Public Session

7.1 Varying from the local protocol, but with the agreement of all parties, the Panel returned to public session to confirm its recommendation to the PCC.

7.2 The Chair confirmed that the Panel had unanimously **RESOLVED**;

- a) To recommend to the PCC that he proceed in appointing Mr Paul Sanford to the position of Chief Constable for Norfolk;
- b) That the Panel's formal report should commend the PCC on the recruitment process;
- c) To delegate to the Chair, to report the Panel's recommendation to the PCC.

7.3 The Chair also confirmed that he would write to the PCC that same day, to formally report the outcome of the Confirmation Hearing.

7.4 The PCC conveyed his thanks to the Panel and looked forward to working together in the future.

- 7.5 Mr Paul Sanford also conveyed his thanks and pledged to try and uphold those statements he had made earlier in the meeting. He was proud to work for Norfolk Constabulary and he too looked forward to working together in the future.

Meeting ended at 12.25pm

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



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Police and Crime Plan for Norfolk 2016-2022 – performance monitoring

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2022.
- 2) Decide what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 The Police Reform and Social Responsibility Act 2011 (“the Act”) requires the Police and Crime Commissioner (“the PCC”) to issue a Police and Crime Plan (“the Plan”) within the financial year in which the election is held.
- 1.2 The Plan should determine, direct and communicate the PCC’s priorities during their period in office and must set out for the period of issue:
 - a) The PCC’s police and crime objectives for the area, including the strategic direction over the period for which the PCC has been elected and including:
 - Crime and disorder reduction in Norfolk
 - Policing within Norfolk
 - How Norfolk Constabulary will discharge its national functions.
 - b) The policing that the Chief Constable will provide;
 - c) The financial and other resources which the PCC will give the Chief Constable in order that they may do this;
 - d) How the PCC will measure police performance and the means by which the Chief Constable will report to the PCC;
 - e) Information regarding any crime and disorder reduction grants that the PCC may make, and the conditions (if any) of those grants.
- 1.3 Prior to publication of the Plan, the PCC must: consult with the Chief Constable in preparing the Plan; obtain the views of the community and victims of crime on the draft Plan; send the draft Plan to the Police and Crime Panel (“the Panel”); have regard and provide a response to any report or recommendations made by the Panel.
- 1.4 The PCC may vary an existing plan or issue a new one at any time, and the

frequency with which this is done should be determined on the basis of local need. Any variations should be reviewed by the Panel.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider progress being made towards delivering the Plan, since its publication in March 2017.
- 2.2. At the Panel's 21 September 2021 meeting, members received an update on the activity being undertaken to deliver the Plan through the PCC's Annual Report.
- 2.3. Further progress against the following 2 priorities is outlined at **Annex 1** of this report:
 - a) Priority 5: support victims and reduce vulnerability (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 2 February 2021).
 - b) Priority 6: deliver a modern and innovative service (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 2 February 2021).
- 2.4. In addition to a description of progress against each strategic objective, performance reports from the Office of the Police and Crime Commissioner (OPCCN) now provide the Panel with the latest performance metrics. They also incorporate an update on commissioned services in those areas.

3. Suggested Approach

- 3.1. The PCC will attend the meeting and answer the Panel's questions. He will be supported by members of his staff together with the Chief Constable.
- 3.2. After the PCC has presented his report, the Panel may wish to question him on the following areas:

Priority 5: support victims and reduce vulnerability

- 1) How the work being undertaken by the PCC is improving the overall experiences and outcomes for victims of crime, including:
 - a) Implementation of the new cross-county operating model for victim care services (Norfolk and Suffolk Victim Care Service).
 - b) Any issues arising from monitoring compliance with the new Code of Practice for Victims of Crime, launched in April 2021.
 - c) How the PCC is continuing to challenge the Constabulary's performance in respect of the number of cases where victims do not support prosecution.
 - d) How the PCC is continuing to challenge and support the Constabulary's performance in respect of the solved rate, particularly in relation to domestic abuse and serious sexual offences crimes.

- e) How the PCC is enhancing support for victims of fraud and cyber crime.
 - f) Progress being made by Joint Criminal Justice Services to find solutions to managing the waiting times for cases to be heard.
- 2) How the PCC is leading a partnership approach to identify those at risk of victimisation and reduce their vulnerability, including:
- a) The redesign of domestic abuse services and their integration into existing safeguarding processes.
 - b) An update on progress with the development and commissioning of a programme of support for young people, in particular the Child Criminal Exploitation Team pilot and Norfolk Constabulary's contribution to the Norfolk Multi Agency Safeguarding Hub (MASH).
 - c) Any issues the PCC is keeping under review in respect of the Constabulary's support for children and young people, victims and those vulnerable to cyber crime and fraud, continued joint information-sharing and analysis between the Constabulary and County Council to identify the most vulnerable – especially in the area of domestic abuse.
 - d) How the PCC is holding the Constabulary to account for its contribution to the Prevent agenda and development of its response to online crime (both enforcement and education).
- 3) How the PCC is leading a partnership approach to deliver the most appropriate response to those in mental health crisis, including:
- a) An update on the impact of further OPCCN investment in the integrated mental health team.
 - b) Any issues the PCC is keeping under review in respect of the Constabulary's contribution to this objective, including: its contribution to the delivery of the Mental Health Crisis Care Concordat action plan, reducing Section 136 detentions and contribution to a partnership response to suicide intervention.
- 4) How the PCC is leading a partnership approach to reduce the impact of drugs and alcohol on communities, families and people at risk, including:
- a) An update on progress with the creation of a framework for joint working between OPCCN and Public Health.
 - b) The impact of the Constabulary's contribution to early help hubs.
 - c) The impact of the Constabulary's work in respect of County Lines activity and the targeting of organised crime groups.
- 5) How the PCC is leading a local approach to supporting and encouraging victims and witnesses to disclose traditionally under-reported crimes (including modern slavery, human trafficking, stalking and hate crime), including:
- a) The impact of OPCCN-led communication campaigns.
 - b) Any issues the PCC is keeping under review in respect of the Constabulary's contribution to this objective, including: take-up of training by frontline officers, work being undertaken with communities to raise awareness and the impact of policing teams

within the MASH.

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

Priority 6: deliver a modern and innovative service

- 1) How the PCC is supporting the police by giving them the tools they need to fight and reduce crime, including his contribution to projects featuring in the current Change Programme (e.g. those projects which are supported by OPCCN early intervention funds or bids which will enable technical solutions to reduce crime and support victims).
- 2) How the PCC is supporting improved information-sharing across partner agencies.
- 3) Any issues the PCC is keeping under review, arising from the implementation of Norfolk 2020 - the new policing model for Norfolk – and the development of a Norfolk 2030 police vision.

4. Action

4.1 The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2022.
- 2) Decide what recommendations (if any) it wishes to make to the PCC.



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Office of the Police and Crime Commissioner

Norfolk Police and Crime Plan 2016-2022 - Performance Monitoring Report

Summary:

This report provides the Panel with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2022.

1. Background

- 1.1 The Police and Crime Plan sets out the strategic priorities for policing and how, in the current financial climate, local resources will be managed to deliver the best possible policing service to our communities in Norfolk.

The existing Plan will remain in place until March 2022 when the PCC will then issue his new Police, Crime and Community Safety Plan for 2022-2024 which was presented to the Police and Crime Panel in November 2021.

2. Norfolk Police and Crime priorities

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

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

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

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

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

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

3. Monitoring progress against plan priorities

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

4. Support Victims and Reduce Vulnerability – Constabulary progress

- 4.1 This section of the paper provides an update on the progress being made in the in regard to the Constabulary's response to the changes to the Code of Practice for Victims of Crime.
- 4.2 The Victims Code of Practice for Victims of Crime (VCOP or also known as "the code") has provided all criminal justices partners with a formal set of objectives as to the services victims should expect.
- 4.3 Since its introduction the Constabulary has worked to support partnership improvements as well as drive forward changes within the police response. With the code receiving a further revision in 2021 this report sets out:
- The background to the code
 - The new rationalised list of the 12 key rights
 - An overview of the Constabulary's new strategy for supporting victims
 - The initial steps the Constabulary are taking to work to improve the policing response and therefore better support victims.
- 4.4 The Code of Practice for Victims of Crime is a statutory code that sets out the expectation of the minimum service level a victim should receive from the criminal justice system. It was passed into law in 2004 and came into effect in

2006. Nationally the Commissioner for Victims and Witnesses has a statutory duty to keep the code under review.

4.5 The code defined what each criminal justice agency must do for victims and the timeframes in which they should look to action their responsibilities.

4.6 On 1 April 2021 a revised edition of the code was launched. The main changes included:

- Rationalising the code to focus on 12 key areas or rights, for the victim.
- Allowing the victim to decide the frequency around when they would like updates
- Ensuring a rationalisation of contact points so victims know who to speak with about their case.
- Empowering officers and staff to have more discretion as to when it would be appropriate to record a Victim's Personal Statement (VPS).
- A greater emphasis on explaining to the victim why a decision was made.

4.7 The 12 key rights for victims are summarised below:

- Right 1 – To be able to understand and be understood. Victims should be provided information in a way that they can understand it including where necessary, access to interpretation and translation services.
- Right 2 – To have the details of the crime recorded without unjustified delay.
- Right 3 – To be provided with information when reporting the crime. Victims have the right to receive written confirmation when reporting a crime as well as information about the criminal justice process and the support programmes for victims.
- Right 4 – To be referred to services that support victims and have those services and support tailored to the victim's needs.
- Right 5 – To be provided with information about compensation. Where this is eligible a victim should be informed as to how they can claim for any loss, damage or injury that resulted from the crime.
- Right 6 – To be provided with information about the investigation and prosecution. Victims should receive updates and be informed when important decisions are taken. There should also be defined opportunities for a victim to challenge key decisions and ask for the matter to be reviewed.
- Right 7 – The right to make a Victims Personal Statement (VPS). This is an opportunity for victims to tell the court about how the crime has affected them.
- Right 8 – To be given information about the trial, trial process and their role as a witness. For those required to give evidence there is a duty on the agencies to ensure that information and support is provided in the build-up in a timely way.
- Right 9 – To be given information about the outcome of the case and any appeals.

- Right 10 – To be paid expenses and have property returned.
 - Right 11 – To be given information about the offender following a conviction. Where eligible, a victim will have a right to be provided with an update around an offender’s progress in prison and when or if they become eligible for parole or release.
 - Right 12 – To make a complaint when their rights are not met.
- 4.8 The Office of the Police and Crime Commissioner and the Ministry of Justice have oversight of the implementation of the code and its responsibilities. In the future the Constabulary and partners will have to report progress and performance to the Home Office through an official data return.
- 4.9 The impact of COVID has further raised the profile and importance of compliance with the code with all partner agencies. The pandemic created a significant impact on court processes that has led to delays in cases. There has been an obvious knock-on effect to victims having to wait longer for justice. The impacts of these delays on the welfare of victims should not be underestimated and all agencies are working together across the wider Criminal Justice system to ensure continued support is offered and that engagement in the case continues. The joint Norfolk and Suffolk Local Criminal Justice Board (LCJB) oversees the action plan to recover services post COVID and the Constabulary and the Office of the Police and Crime Commissioner are active members of the board with the Norfolk Police and Crime Commissioner holding the role of LCJB chair.
- 4.10 Having already recognised the importance of this work Norfolk and Suffolk Constabularies established a Supporting Victims Group three years ago which meets bi-monthly. The membership includes both the Norfolk and Suffolk Offices of Police and Crime Commissioners. The purpose of the group was to oversee and develop the policing response to the code for those areas the police had responsibility for, and to monitor compliance. The group also reports into the LCJB’s Victim and Witness subgroup to ensure a link to the work taking place across the wider partnership.
- 4.11 The work to date has resulted in a significantly increased focus on supporting victims. The involvement of the Offices of Police and Crime Commissioners has ensured that the activity is also aligned with the commissioning of victim’s services.
- 4.12 Following the launch of the new code in April 2021, the group has developed a new strategy to drive activity and coordinate the approach across the operational policing environment.
- 4.13 The new strategy focuses on four broad themes:
- Create Confidence – build the confidence of victims and witnesses to report and remain engaged with the criminal justice process. This element focuses on learning and development. It will look to ensure staff have the right training and spotlight the right behaviours and attitudes victims should expect. It will also include a feedback loop looking to use victims’ experiences to shape service delivery.

- Provide support – support vulnerable victims and witnesses through the Criminal Justice System. The aim of this component of the strategy is to support those who are perceived as vulnerable. Here, the focus is on ensuring correct links to specialist support services when required, ensuring relevant staff have the specialist training to support the investigative approach and to develop the opportunity to utilise intermediaries when required.
- Delivery of a quality service – deliver a consistent, good quality service to victims and witnesses. This section of the strategy will look at the developing implications of the code, ensure relevant material is produced and disseminated setting out responsibilities for operational staff.
- Demonstrate compliance and quality – continue to manage VCOB obligations to increase compliance and raise victim satisfaction. Continuous improvement is the focus of the final section alongside developing the performance agenda to help monitor and target improvement.

- 4.14 Alongside the strategy the group has undertaken significant workforce engagement to ensure officers and staff are aware of the 12 elements of the code and understand their responsibilities in relation to its delivery. The group did have a concern that not all officers were accurately recording the work they do that would enable the Constabulary to properly assess progress. As a result, alongside briefing packs and articles on the Constabulary intranet, the group also signed off on a significant number of webinar events aimed at guiding officers through accurate recording that will assist the group to fully understand the picture around compliance. The webinars were delivered twice daily for 3 weeks using the Microsoft Teams platform which in turn helped reduce the time officers were abstracted from front line duties. This material has now been made available for reference on the Constabularies' digital Learning Management System (LMS).
- 4.15 The group will also continue to develop the performance agenda to monitor progress. Currently Norfolk and Suffolk Joint Justice Services oversee several internal audits, both by operational managers across the force as well as their own departmental work. This helps provide an oversight on progress across a number of the code's rights. In the future the aim will be to develop the technology to further automate and support this data checking on the Constabulary's crime recording system. The developing regular audit processes will be shared regionally and nationally and form part of the official Ministry of Justice return.
- 4.16 As mentioned in the background above, due to the delays within the court system caused by the pandemic, the national data suggests that the workloads of Witness Care Units (WCU) have risen by 75%. This issue was picked up by the Victims Group and this led in turn to the Office of the Police and Crime Commissioner supporting additional investment. This financial support enabled additional team members to be recruited which had the dual benefits of providing a better service to victims as well as supporting the wellbeing of staff within the team.

4.17 Recent predictions provided by Her Majesty's Courts and Tribunal Service (HMCTS) has suggested that it will take until at least 2025 for Crown Court waiting times to hear a case to return to pre- COVID levels. There are real concerns about this timescale and the resulting impact on victims, the support they require, and the work required to ensure their continued engagement with this protracted prosecution process. Joint Criminal Justice Services are working on solutions to manage this currently including an option to extend additional funding for the witness care units to ensure additional capacity.

4.18 The Supporting Victims Groups next focus will be two key areas:

- Victim Personal Statements (VPS) - Early signs are that the staff engagement has had a positive effect on the recording of VPS. The latest data set produced (December 2021) indicated that the opportunity to make a victim personal statement was offered in 100% of all cases with a take up rate of 56%. This progress is attributable in part to the efforts of the Victim and Witness Support team (VAWS). The Joint Norfolk and Suffolk Justice Service senior leads still feel there is further work to progress around ensuring front line officers address this opportunity with victims at an early point of contact. Several solutions are being explored including embedding reminders within the electronic forms that officers complete as part of their investigations work.
- Victim Needs Assessments – These should be completed for victims who are deemed vulnerable, intimidated, persistently targeted, or subject to the most serious crimes. Whilst officers are achieving an 83% completion rate on these assessments the Constabulary wants to develop a more robust assessment mechanism to minimise the risk of these circumstances not being spotted by the investigators. An improvement opportunity is being developed using the Constabulary crime recording system to track these matters.

5. Commissioned Services update – Support Victims and Reduce Vulnerability

Ministry of Justice Annual Return 2020/21 Victims' Services

- 5.1 During the financial year 2020/21 (which covered the Pandemic and three lockdowns) in addition to the annual settlement awarded to the OPCCN by the Ministry of Justice to cover funding to support all victims of crime, the OPCC bid for additional funding to support those organisations who were specifically supporting victims from Domestic Abuse and Sexual Violence who had been impacted by the outcomes of Covid-19.
- 5.2 The OPCCN received two additional funding settlements under the MoJ Victims' Fund known as the Extraordinary Fund 1 and Fund 2. These funds covered the periods of 23rd March 2020 up to 30th September 2020 for Fund 1 and Fund 2 that covered 1st October 2020 to 31st March 2021.
- 5.3 The awards were as follows:

Extraordinary Fund 1

ORGANISATION MoJ Extraordinary 1 Fund	AMOUNT
Pandora Project	£83,341
Leeway Domestic Abuse and Violence Services	£31,057
Daisy Programme	£18,268
Spurgeons	£3,689
One to One Project	£17,425
The Magdalene Group	£40,468
Hope into Action	£2,002
Norfolk Community Law Service	£17,048
The Change Project	£27,583
Orwell Housing	£8,938
TOTAL	£249,819

Extraordinary Fund 2

ORGANISATION MoJ Extraordinary 2 Fund	AMOUNT
One Voice for Travellers	£9,000
Leeway Domestic Abuse and Violence Services	£1,000
Daisy Programme	£10,187
Access Community Trust	£6,500
One to One Project	£11,000
The Magdalene Group	£13,324
Hope into Action	£2,322
Norfolk Community Law Service	£12,536
The Change Project	£12,849
Orwell Housing	£14,185
Sue Lambert Trust	£9,600
TOTAL	£102,503

- 5.4 As part of the Ministry of Justice reporting and within the terms and conditions of funding, an annual reporting matrix is produced. The 2020/21 matrix incorporated the annual Victims' Fund and the Extraordinary Funds 1 and 2.
- 5.5 Below in Table 1 and Table 2 are the 2020/21 financial reporting period and breakdown of victims supported for projects commissioned by the OPCCN.
- 5.6 The section in Blue covers the main/core MoJ Victims Fund and the sections in Red cover the Extraordinary Funds.
- 5.7 It should be noted that the period of reporting for the Extraordinary Funds 1 and 2 include figures from the 23rd March 2020 being the date of the first national lockdown.

TABLE 1

Reporting period: 1 April 2020 - 31 March 2021 (COVID-19 non-commissioned services reporting period 24 March 2020 - 31 March 2021)											
CORE FUNDING Referrals to support service										COVID-19 FUNDING Referrals to support service	
	Restorative Justice	Sexual Violence	Domestic Abuse	Road Crime	Terrorism	Families bereaved by Homicide	Other Services for victims of crime	Child Sexual Abuse/Child Sexual Exploitation	Child Criminal Exploitation	Domestic Abuse: Services NOT already commissioned with core funding	Sexual Violence Services: Services NOT already commissioned with core funding
Number of New victims Referred to Support Services in the Reporting Period										COVID-19 FUNDING	
Number of New victim Referrals to support services	14	355	4,399	22	0	1	17,623	95		906	37
Number of victims who Engaged with the Support Service in the Reporting Period										COVID-19 FUNDING	

Number of New Referrals in the time period	6	132	2184	1	0	0	549	60		891	37
Number of Existing victims where the referral was made prior to the reporting period	2	42	902	0	0	0	70	135		268	24
Total Number of Supported Victims in Time Period	8	174	3086	1	0	0	619	195	0	1159	61
Number of Victims who engaged with the support service who presented with additional Mental Health Needs in the Time Period										COVID-19 FUNDING	
Number of New Referrals in the time period	2	35	308	1	0	0	134	35		263	7
Number of Existing victims where the referral was made prior to the reporting period	0	34	112	0	0	0	29	129		92	23

Total Number Victims with additional Mental Health Needs	2	69	420	1	0	0	163	164	0	355	30
Number of Victims who engaged with the support service who presented with Additional Needs in the Time Period										COVID-19 FUNDING	
Number of New Referrals in the time period	0	98	318	0	0	0	415	32		95	10
Number of Existing victims where the referral was made prior to the reporting period	0	16	86	0	0	0	41	45		42	24
Total Number Victims with Additional Needs	0	114	404	0	0	0	456	77	0	137	34

VICTIMS JOURNEY THROUGH THE CRIMINAL JUSTICE SYSTEM										COVID-19 FUNDING	
How many victims who engaged with support reported the crime to the police	14	104	1184	1	0	0	472	100		40	17
OUTCOMES											
	Restorative Justice	Sexual Violence	Domestic Abuse	Road Crime	Terrorism	Families bereaved by Homicide	Other services for victims of crime	Child Sexual Abuse			
Better able to recover and cope with aspects of everyday life	2	27	934	0	0	0	61	57			

TABLE 2

At the point the information was requested what was their gender?	Restorative Justice	Sexual Violence	Domestic Abuse	Road Crime	Terrorism	Families bereaved by Homicide	Other services for victims of crime	Child Sexual Abuse/Child Sexual Exploitation	Child Criminal Exploitation	TOTAL	Domestic Abuse Services	Sexual Violence Services	TOTAL
Female	6	300	3,554	1	0	0	1,158	52	0	5,071	961	50	1,011
Male	4	69	695	1	0	0	1,047	5	0	1,821	112	9	121
Non-Binary	0	1	1	0	0	0	2	1	0	5	1	0	1
Not stated	4	20	46	0	0	0	110	4	0	184	8	0	8
Total	14	390	4,296	2	0	0	2,317	62	0	7,081	1,082	59	1,141

At the point the information was requested what was their age?	Restorative Justice	Sexual Violence	Domestic Abuse	Road Crime	Terrorism	Families bereaved by Homicide	Other services for victims of crime	Child Sexual Abuse/Child Sexual Exploitation	Child Criminal Exploitation	TOTAL	Domestic Abuse Services	Sexual Violence Services	TOTAL
12 years and under	0	0	10	0	0	0	39	8	0	57	5	0	5

13 to 17 years	0	2	193	0	0	0	87	54	0	336	6	0	6
18 to 24 years	1	86	595	1	0	0	113	0	0	796	102	8	110
25 to 34 years	2	99	1,382	0	0	0	167	0	0	1,650	357	19	376
35 to 44 years	3	74	999	1	0	0	217	0	0	1,294	312	17	329
45 to 54 years	4	50	624	0	0	0	285	0	0	963	135	8	143
55 to 64 years	3	31	271	0	0	0	306	0	0	611	41	4	45
65 to 74 years	0	7	109	0	0	0	413	0	0	529	20	0	20
75 years or over	0	3	54	0	0	0	546	0	0	603	9	0	9
Not stated	1	38	59	0	0	0	144	0	0	242	95	3	98
Total	14	390	4,296	2	0	0	2,317	62	0	7,081	1,082	59	1,141

At the point the information was requested what was their sexual orientation?	Restorative Justice	Sexual Violence	Domestic Abuse	Road Crime	Terrorism	Families bereaved by Homicide	Other services for victims of crime	Child Sexual Abuse/ Child Sexual Exploitation	Child Criminal Exploitation	TOTAL	Domestic Abuse Services	Sexual Violence Services	TOTAL
Sexual Orientation										0			0

Heterosexual / Straight	0	52	2,529	0	0	0	176	5	0	2,762	568	24	592
Gay / Lesbian	0	8	33	0	0	0	8	0	0	49	12	1	13
Bisexual	0	8	13	0	0	0	3	1	0	25	8	0	8
Other	0	3	36	0	0	0	3	0	0	42	3	0	3
Not stated	14	319	1,685	2	0	0	2,127	56	0	4,203	491	34	525
Total	14	390	4,296	2	0	0	2,317	62	0	7,081	1,082	59	1,141

At the point the information was requested what was their identified Ethnicity?													
	Restorative Justice	Sexual Violence	Domestic Abuse	Road Crime	Terrorism	Families bereaved by Homicide	Other services for victims of crime	Child Sexual Abuse/ Child Sexual Exploitation	Child Criminal Exploitation	TOTAL	Domestic Abuse Services	Sexual Violence Services	TOTAL
White (English, Welsh, Scottish, Northern Irish, Irish, Gypsy or Irish Traveller, any other White background)	0	195	3,332	1	0	0	867	32	0	4,427	846	25	871
Mixed / Multiple Ethnic Groups (White and Black Caribbean,	0	5	21	0	0	0	6	0	0	32	28	0	28

White and Black African, White and Asian, Any other mixed/multiple ethnic background)													
Asian / Asian British (including Chinese, Indian, Pakistani, Bangladeshi and any other Asian background)	0	0	31	0	0	0	10	0	0	41	34	0	34
Black / African / Caribbean / Black British	0	5	29	0	0	0	14	0	0	48	21	0	21
Other Ethnic Group (including Arab and any other ethnic group)	0	7	62	0	0	0	47	1	0	117	38	0	38
Not stated	14	178	821	1	0	0	1,373	29	0	2,416	115	34	149
Total	14	390	4,296	2	0	0	2,317	62	0	7,081	1,082	59	1,141

At the point the information was requested how many had a Disability* or were identified as disabled?

*The Equality Act 2010 defines a disabled person as “someone who has a physical or mental impairment which has a substantial and long-term adverse effect on a person's ability to carry out normal day-to-day activities”. Disability includes, but is not limited to, Vision (e.g., blindness or partial sight); Hearing (e.g., deafness or partial hearing); Mobility (e.g., walking short distances or climbing stairs); Learning/understanding/concentrating; Memory; Mental Health, Social or Behaviour (e.g., autism, attention deficit disorder or Asperger’s syndrome).

	Restorative Justice	Sexual Violence	Domestic Abuse	Road Crime	Terrorism	Families bereaved by Homicide	Other services for victims of crime	Child Sexual Abuse /Child Sexual Exploitation	Child Criminal Exploitation	TOTAL	Domestic Abuse Services	Sexual Violence Services	TOTAL
Disability* (at time of referral)										0			0
Has a disability	2	42	423	1	0	0	167	6	0	641	54	28	82
Does not have a disability	0	16	2,146	0	0	0	0	0	0	2,162	944	25	969

Not Stated	12	332	1,727	1	0	0	2,150	56	0	4,278	84	6	90
Total	14	390	4,296	2	0	0	2,317	62	0	7,081	1,082	59	1,141

6. Performance Measures – Support Victims and Reduce Vulnerability

6.1 The following table outlines the performance metrics for 2016-2021 at county level:

COUNTY				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	57.6%	60.4%	-2.8p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	47.3%	50.5%	-3.2p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	34.9%	36.7%	-1.8p.p
	Solved rate (Domestic Abuse)	8.8%	11.3%	-2.5p.p
	Solved rate (Rape)	4.9%	4.3%	0.6p.p
	Solved rate (other Serious Sexual Offences)	6.6%	6.7%	0.1p.p
	Solved rate (Child Sexual Abuse)	14.1%	9.4%	4.7p.p
	Solved rate (Hate Crime)	11.0%	14.1%	-3.1p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

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

KING'S LYNN & WEST NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	58.2%	61.9%	-3.7p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	51.7%	47.1%	4.6p.p

	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	33.0%	34.9%	-1.9p.p
	Solved rate (Domestic Abuse)	11.0%	12.4%	-1.4p.p
	Solved rate (Rape)	1.5%	4.9%	-3.4p.p
	Solved rate (other Serious Sexual Offences)	7.6%	9.3%	-1.8p.p
	Solved rate (Child Sexual Abuse)	15.3%	11.2%	4.1p.p
	Solved rate (Hate Crime)	16.5%	15.3%	1.2p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

BRECKLAND				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	58.4%	59.1%	-0.7p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	46.5%	49.9%	-3.4p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	33.7%	39.8%	-6.1p.p
	Solved rate (Domestic Abuse)	8.8%	11.6%	-2.8p.p
	Solved rate (Rape)	5.8%	2.2%	3.6p.p
	Solved rate (other Serious Sexual Offences)	6.9%	5.6%	1.3p.p
	Solved rate (Child Sexual Abuse)	15.8%	8.9%	6.9p.p
	Solved rate (Hate Crime)	19.5%	13.2%	6.3p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		

	% of all guilty pleas at First Hearing at Crown Court	***		
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NORTH NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	61.5%	57.5%	4.0p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	48.1%	48.2%	-0.1p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	37.3%	41.8%	-4.5%
	Solved rate (Domestic Abuse)	7.0%	10.2%	-3.2p.p
	Solved rate (Rape)	5.6%	4.1%	1.5p.p
	Solved rate (other Serious Sexual Offences)	4.8%	5.8%	-1.0p.p
	Solved rate (Child Sexual Abuse)	14.1%	11.6%	2.5p.p
	Solved rate (Hate Crime)	5.3%	14.6%	-9.3p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

SOUTH NORFOLK				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	53.1%	55.7%	-2.6p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	47.7%	52.5%	-4.8p.p

	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	28.0%	35.5%	-7.5p.p
	Solved rate (Domestic Abuse)	6.9%	11.1%	-4.2p.p
	Solved rate (Rape)	2.6%	3.2%	-0.6p.p
	Solved rate (other Serious Sexual Offences)	4.9%	4.9%	0.0p.p
	Solved rate (Child Sexual Abuse)	10.0%	5.5%	4.5p.p
	Solved rate (Hate Crime)	7.4%	18.0%	-10.6%
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

BROADLAND				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	56.7%	60.8%	-4.1p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	43.9%	44.8%	-0.9p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	33.8%	28.8%	5.0p.p
	Solved rate (Domestic Abuse)	7.2%	9.7%	-2.5p.p
	Solved rate (Rape)	7.2%	4.1%	3.1p.p
	Solved rate (other Serious Sexual Offences)	6.1%	4.7%	1.4p.p
	Solved rate (Child Sexual Abuse)	18.4%	8.1%	10.3p.p
	Solved rate (Hate Crime)	7.2%	15.9%	-8.7p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

NORWICH CITY COUNCIL				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	56.0%	60.2%	-4.2p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	51.4%	53.8%	-2.4p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	43.0%	37.8%	5.2p.p
	Solved rate (Domestic Abuse)	10.1%	11.7%	-1.6p.p
	Solved rate (Rape)	4.8%	4.5%	0.3p.p
	Solved rate (other Serious Sexual Offences)	6.7%	7.0%	-0.3p.p
	Solved rate (Child Sexual Abuse)	13.7%	10.0%	3.7p.p
	Solved rate (Hate Crime)	7.6%	11.9%	-4.3p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

GREAT YARMOUTH				
Area	Indicator	Last 12 months	Long Term Averages	Difference
Supporting victims and reduce vulnerability	% Cases where victims <u>do not</u> support prosecution (Domestic Abuse)	61.3%	64.7%	-3.4p.p
	% Cases where victims <u>do not</u> support prosecution (Serious Sexual Offences)	41.9%	53.5%	-11.6p.p
	% Cases where victims <u>do not</u> support prosecution (Child Sexual Abuse)	37.2%	37.6%	-0.4p.p
	Solved rate (Domestic Abuse)	8.0%	11.2%	-3.2p.p

	Solved rate (Rape)	8.1%	5.1%	3.0p.p
	Solved rate (other Serious Sexual Offences)	8.1%	6.5%	1.6p.p
	Solved rate (Child Sexual Abuse)	14.8%	8.1%	6.7p.p
	Solved rate (Hate Crime)	16.6%	15.9%	0.7p.p
	% of all guilty pleas at First Hearing at Magistrates Court	***		
	% of all guilty pleas at First Hearing at Crown Court	***		

- 6.2 The last 12 months have seen an increase in the volume of recorded crimes in each of Domestic Abuse (18.4%) and Serious Sexual Offences (11.3%) but a 6.6% reduction in recorded Child Sexual Abuse. The reasons for the increases are varied, including a sustained effort by Norfolk Constabulary, with partners, to raise awareness and encourage reporting of vulnerability-based crimes. For this reason, it is expected that the number of crimes of this nature which are recorded in force will continue to grow. It would appear likely based on national non-police data that as well as willingness to report to police having increased (which should be seen as a positive), there may also be an underlying increase in reporting (which is a concern that will be monitored).
- 6.3 The decrease in recorded Child Sexual Abuse may be a consequence of reduced opportunities to offend during the pandemic but, more worryingly, could also reflect reduced opportunities to report crime. The constabulary has taken part alongside partners in a successful 'See Something, Hear Something, Say Something' campaign to ensure that children, parents, and professionals know that they can report crime whenever and however they need to.
- 6.4 Although the numbers of victims who are not ready to support a prosecution remain high, particularly for victims of Domestic Abuse and Serious Sexual Offences, it is encouraging to see a small decrease when comparing the last 12 months against the long-term average. The small decrease in the same measure for Child Sexual Abuse is unlikely to be statistically significant.
- 6.5 Reasons that victims may not be ready to support an investigation are varied and can include circumstances where the suspect is a family member or in a relationship with the victim and they do not want to criminalise them. In some cases, despite the best efforts of the investigating officers the thought of remembering the offence in detail and explaining it to another party is more than the victim can bear at that time. The Constabulary is continuing to research and develop its approach in this area to make it as easy as possible for victims to give their evidence and one element of the new investigative hubs has been the inclusion of modern victim interview suites to assist in this.

- 6.6 It should be noted that victims are provided with support during and beyond the investigation as police officers and staff will refer victims to various agencies and charities. For example, the Sexual Assault Referral Centre (SARC), known as the Harbour Centre, offers free support and practical help to men, women, young people, and children of all ages living in Norfolk who have been raped or suffered serious sexual offences either recently or in the past. They offer practical and emotional support such as Crisis Workers, facilitating Forensic Medical Examinations, support and advice concerning Health & Well-being, and access to Independent Sexual Violence Advisors. Independent Domestic Violence Advisors are also accessible via the Multi-Agency Safeguarding Hub (MASH), as are several statutory and charitable organisations able to support and give advice to victims.
- 6.7 Solved rates are influenced by a number of factors, including whether the victim supports a prosecution, the availability and nature of supporting evidence, and ultimately the Crown Prosecution Service determination as to whether there is sufficient evidence for a realistic prospect of conviction.
- 6.8 Crimes of this nature have also become more complex, with technology becoming more important with regards to evidence capture and investigations. Norfolk Constabulary have invested heavily in technology to improve our ability to secure a prosecution, including body worn video, mobile tablets, and digital forensics to assist the evidence capture and support the victim through the criminal justice process. Police Digital Investigators are now available throughout the county to provide the investigating officer with the expertise they need to gather evidence in support of their case.
- 6.9 Investigation Standards is an area that the Constabulary continues to monitor and is striving to improve through comprehensive training, and the use of new investigation hubs. Although newer officers would rarely be solely responsible for the investigation of such serious crimes set out in this section, it is expected that improving their skills and ability will improve the quality of the initial response to all offences. Work is ongoing in this area.

7. **Delivering a Modern and Innovative Service – Constabulary progress**

- 7.1 This section of the paper will provide an update on the Body Worn Video (BWV) devices that first went operational in 2017 across Norfolk and Suffolk Constabularies. Included is:
- An overview of the initial roll out of the BWV product and the focus of its anticipated use.
 - Examples of its successful use.
 - Developments around the impact of BWV from both the Professional Standards Department (PSD) perspective as well as the additional complexities around building investigation cases.
 - A summary of the next steps including the development of an improved data storage facility for digital information and the planned replacement of BWV devices coming to the end of their operational life.
- 7.2 In 2016 a joint Norfolk and Suffolk Constabulary project board was established to scope out and deliver a Body Worn Video (BWV) solution for both organisations. The intention was to ensure front line officers received a personal issue device supported by appropriate guidance as to its use with a suitable storage solution for the footage that was anticipated to be captured.
- 7.3 The original intentions were that BWV would help increase public confidence, support the evidence gathering phase of an investigation and offer reassurance to officers about its ability to support addressing vexatious complaints.
- 7.4 An initial £1M investment was made to fund sufficient equipment and to ensure the required infrastructure was in place to successfully utilise the technology.
- 7.5 Guidance was issued to officers that the devices should be worn as part of their patrol kit and used whenever there was an evidence gathering opportunity. Norfolk and Suffolk Chief Officers did set out an expectation that the devices would be used to record such matters as:
- Domestic Incidents
 - Stopping Motor Vehicles to engage with an occupant
 - Making an arrest
 - Stop Search
 - Giving directions to an individual group under a statutory power
- 7.6 The introduction of BWV to front line policing in 2017 was supported by the Office of the Police and Crime Commissioner recognising the technological opportunity on offer and acknowledging the contribution to the Police and Crime Plan objective around ensuring a modern and innovative service.
- 7.7 The Constabulary ICT team created a significant digital storage resource for collecting and managing BWV downloads. To give some sense of scale to the level of recording space required, there was as of 29 June 2021 365 Terabytes

(TB) of data stored on the system, which is the equivalent of 66,887 hours of footage (at 720p). The storage requirement grows at approximately 16 TB per month or approximately an additional 2,932 hours (at 720p) of footage. The Constabulary does have weeding policies around the footage and as well as keeping an oversight on the capacity of the system.

EXAMPLES OF THE SUCCESSFUL USE OF BWV

- 7.8 The Constabulary is keen to continue to develop the operational use of BWV to maximise the opportunity it presents. One of those areas where its anticipated it can make a significant difference is around domestic abuse investigations.
- 7.9 There are many reasons why victims of domestic abuse choose not to provide evidence. Fear of the impact on children, or financial repercussions if the perpetrator were to receive a custodial sentence, are just two of many motives that may prevent a victim engaging with police.
- 7.10 The police investigator must therefore look beyond a victim's evidence to protect them and any children who live around domestic abuse. BWV is powerful evidential tool to support this. It can capture the victim's and suspect's demeanour, damage to property, injuries, significant comments and is unquestionable evidence of what was happening at the time of recording.
- 7.11 A recent case in Norfolk illustrates the opportunity BWV presents and is being used as an example to officers as to the importance of the devices they carry. It concerns a couple in a long-term relationship with a history of domestic violence, the names are anonymised.
- 7.12 Colin is now in his early 30's and Anna is in her mid-20's. The abuse against Anna started when she was in her early 20s. In the 12 months prior to this incident there had been several reports of domestic abuse but the victim, despite offers of support from many agencies, has never wanted to provide her evidence to police.
- 7.13 In January 2021 a concerned neighbour called 999 to report they could hear a loud disturbance, further stating it sounded as if Anna was suffering serious harm. Officers attended the address and found Anna to have visible injuries, but denying there had been any domestic incident, further claiming any other person who had been there had left via a window. BWV showed a disturbed scene, Anna's injuries, the demeanour of Anna and subsequently the demeanour of Colin when he was located by police.
- 7.14 The BWV contributed to Colin being charged and remanded, despite Anna never providing evidence as a witness. Colin eventually pleaded guilty at court and was sentenced to 3 years imprisonment. Anna now safe from Colin engaged with support networks.
- 7.15 As stated, the use of BWV can also provide evidential capture to support officers. Another recent example is where two officers were detaining a compliant male following a traffic stop when one of the officers was attacked by

another occupant from the car. The officers BWV was running, and the footage captured the circumstances of the assault.

7.16 The following day when the suspect was interviewed, they initially denied the allegation, but once the footage was shown the suspect made a full admission. The individual was then charged to court.

7.17 The Constabulary has a programme of continuous review of BWV, using examples of good use to disseminate good practice to staff in the use of BWV and its application.

DEVELOPMENTS

Professional Standards

7.18 The view from the Constabulary's Professional Standards Department (PSD), who oversee all complaints made against officers and staff, is that BWV has assisted with more expeditious assessment of complaints which has benefited the person making the complaint, the officer and the organisation.

7.19 BWV offers a first-person real time recording of an interaction with a member of the public. It helps PSD assess the severity of the allegation as well as helping refute circumstances where an accusation didn't match the circumstances recorded.

7.20 The footage captured can also help PSD investigators reach a determination in a timelier manner.

- Indeed, the footage can help support lessons learned where the organisation can influence the behaviour of staff through training and awareness raising. It has also been used to highlight good work or practice which can be reflected in officers' annual appraisals.
- PSD are currently undertaking work to promote greater use of BWV having recognised the benefits it provides in effectively managing and dealing with complaints.

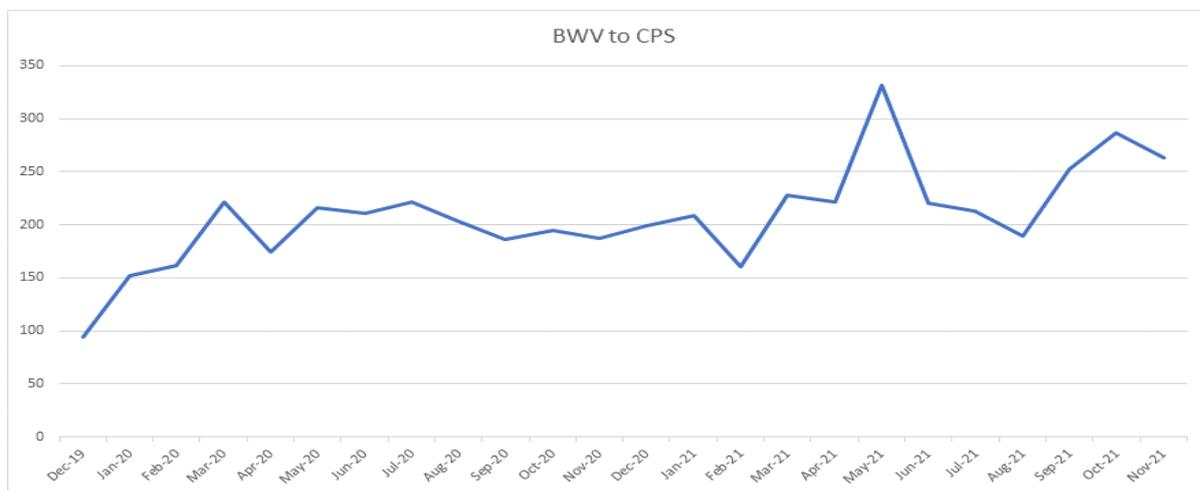
7.21 A strategic decision was made on the procurement of BWV that although the quality of the imagery should be as good as practicable, BWV would not capture footage outside the visual range that the human eye would normally perceive. For example, it does not have infra-red capability. This means that the footage is an accurate representation of the situation from the officer's perspective and on which their decision making was based.

Redaction and managing images

7.22 As with all improvements that add complexity BWV has brought some additional challenges to the Constabulary's working practices.

7.23 When the police require a charging decision from the Crown Prosecution Service (CPS) they must provide a file of evidence that meets a national file standard. If the standard is not met a decision cannot be provided.

- 7.24 The law in relation to these standards changed at the beginning of January 2021. Part of the new standard means officers must provide specific material which includes BWV footage to CPS. Previously the officer in the case would have simply logged a description of what the cameras had captured. It is easy therefore to see that BWV has the potential to add considerable time to the file preparation especially if more than one BWV was running at the time.
- 7.25 In addition, a risk assessment now needs to take place around all captured imagery including BWV to decide whether any redaction needs to take place. In the case of BWV footage where there is a reasonable expectation of privacy or if there is a risk of harm, this could mean blurring faces of passers-by, or blocking off vehicle registrations not connected to the incident and of course all this takes additional time and diligence. In most cases this redaction will be required prior to a CPS review of the material, after which a prosecution may not be subsequently authorised. Previously this redaction was only required after a charging decision had been made.
- 7.26 Officers have a capacity to do some of the editing work themselves when dealing with a quick time enquiry. That said, the Joint Justice Department provides significant assistance to this process. A team of three image technicians and a support worker oversee the task of redacting BWV imagery as well as other evidence such as CCTV or 999 call logs for court files.
- 7.27 The team edit and then upload the finished article into a shared digital platform so that it can be accessed by CPS. The table below shows the increased use of BWV and its value in CPS charging decisions. The Constabulary is monitoring the current demand increase.



NEXT STEPS

Storage Solution

- 7.28 As highlighted at the start of this briefing document, a considerable amount of BWV footage is being stored on a bespoke system (provided by our BWV supplier).

- 7.29 Norfolk worked collaboratively to look at options alongside the other forces in the region around a suitable Digital Asset Management System (DAMS) for the future.
- 7.30 A business case was developed and has now been signed off by all Chief Constables and the Police and Crime Commissioners within the region.
- 7.31 The new system will provide a secure and collaborative method of collecting, uploading, managing, and preparing digital assets. It will provide a single solution to replace several existing systems which were designed for specific purposes, including such areas as Body Worn Video, Digital Interview Recordings, CCTV, car dashcams, and drone footage. Combining these functions into a single cloud-hosted DAMS product will provide an easy to use and highly searchable environment for officers, and a fast and secure method of sharing digital evidence with the Crown Prosecution Service.
- 7.32 The new system will also provide a better service for the public and non-police organisations where they can upload relevant recordings, such as a supermarket submitting CCTV footage of a crime in action, or a member of the public providing a camera phone recording of an incident. The current method involves an officer travelling out to collect the footage and saving it onto a portable digital storage device, such as a USB stick or DVD. The new system will therefore streamline collecting the evidence making the process more efficient.
- 7.33 The Norfolk and Suffolk Joint ICT department are now recruiting for a project manager to oversee implementation of the new system locally. The work is expected to take 18 – 24 months to complete.

BWV replacement

- 7.34 The current BWV camera units have been in operational use for 5 years and are approaching their expected end of service-life. This reflects both the physical age of the hardware and the anticipated onward software support provided by the manufacturer.
- 7.35 A successful trial of a replacement model BWV camera has taken place. As a result of this, a new device has been signed off for operational deployment.
- 7.36 ICT subsequently developed a business case to replace the existing fleet of BWV cameras which has been approved. The first delivery of the new cameras has taken place and they are now being rolled out on a “replace-on-fail” basis. Longer term, the intention is to have issued a complete replacement for all the old cameras by December 2022.

Seven Force Regional Collaboration Programme

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider an overview of the Seven Force Regional Collaboration Programme, and;
- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 The importance of collaboration in underpinning an efficient and effective police force was one of the issues the Panel discussed with the PCC at the beginning of his term of office, as part of his setting out an overarching agenda.
- 1.2 The Panel subsequently requested an overview of the Seven Force Regional Collaboration Programme (the “Collaboration Programme”), so that it could better understand the opportunities and challenges this presents for Norfolk.

2. HMICFRS spotlight report

- 2.1 As part of the [annual 2018/19 PEEL assessments](#), HMICFRS inspected the 43 forces in England and Wales. During the reporting process, it identified themes around force-to-force collaboration and drew them together in a report. The findings, which were supplemented by six specific case studies covering 27 forces and included the eastern region Seven Force Strategic Alliance, were published on 21 July 2020:

[PEEL spotlight report: The Hard Yards – Police to police collaboration - HMICFRS \(justiceinspectors.gov.uk\)](#)

- 2.2 The report explained that many police forces across England and Wales collaborate with neighbouring forces to share resources and core functions. These collaborations were brought in to help forces create efficiencies and provide a better service for the public. However, it highlighted that nationally forces are spending over a quarter of a billion pounds on collaborations every year without achieving the desired results.
- 2.3 The findings, which highlighted some good practice and areas for

improvement, fell into four themes:

- purpose;
- benefits and cost analysis;
- leadership and governance; and
- skills and capabilities.

2.4 HMICFRS also made two national recommendations:

- Recommendation 1: By March 2021, the NPCC lead, the College of Policing and the Home Office should work together to establish a central repository for police collaborations.
- Recommendation 2: By March 2021, the NPCC lead, the College of Policing and the Home Office should identify a methodology that supports forces in tracking benefits for police collaborations. If forces haven't yet implemented an effective system to track the benefits of their collaborations, they should use the methodology created by the NPCC, the College of Policing and the Home Office.

3. Purpose of today's meeting

3.1 The purpose of the item on today's agenda is to enable the Panel to consider an overview of the Collaboration Programme, so that it can better understand the opportunities and challenges this presents for Norfolk.

3. Suggested Approach

3.1 The overview is attached at **Annex 1** of this report.

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

- a) The aims of the Collaboration Programme and whether they have been achieved.
- b) The challenges the Collaboration Programme has presented for the region and for Norfolk.
- c) How the Collaboration Programme has benefitted Norfolk.
- d) The future transition to a Seven Force Network and how the benefits will continue to be tracked.

4. Action

4.1 The Panel is recommended to:

- 1) Consider an overview of the Seven Force Regional Collaboration Programme, and;

- 2) Agree what report or recommendations (if any) it wishes to make to the PCC.



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Office of the Police and Crime Commissioner

Eastern Region – Seven Force Strategic Collaboration Programme

Summary:

This report provides the Panel with an overview of the Eastern Region Seven Force (7F) Strategic Collaboration Programme.

1. Background

- 1.1 The Seven Force Strategic Collaboration Programme was established in 2015 and is working across the Eastern Region to develop and implement successful collaborative solutions to protect the front-line local delivery of policing.
- 1.2 The police forces that form the collaboration are Bedfordshire, Cambridgeshire, Hertfordshire, Norfolk, Suffolk, Essex and Kent.

2. Aims of 7Force

- 2.1 The aims of the Programme are to deliver enhanced: public service, efficiency, effectiveness, value for money and savings. To improve public safety through better and more productive use of police resources, increasing public confidence in policing and meeting the local needs across the Eastern Region.

3. Governance

- 3.1 The legal framework under which the 7F Programme exists is a Section 22a Agreement. This document reviewed annually and signed by all 14 corporations (Police (Fire) and Crime Commissioners and Chief Constables) lays out the purpose, parameters and governance of the programme.
- 3.2 Strategic Governance is provided through a quarterly Eastern Region Summit meeting (the Summit). All PCCs, PFCCs and Chief Constables are members of the Summit. The Summit members make 'in principle' decisions regarding various matters, including business cases. Final decisions regarding any 7 Force matters are made within individual organisations schemes of Governance and Consent or Strategic Governance arrangements. The Summit is chaired by a nominated PCC or PFCC.

4. Strategic Programme Update

- 4.1. The Strategic Collaboration Programme has delivered a number of complex projects including Firearms CFI and Governance, 7F Procurement, 7F PEQF Contract, 7F Vetting and a number of smaller initiatives.
- 4.2 Through the introduction of the Programme the 7 Forces have established a strong and effective collaboration which has allowed all member forces to;
 - Benefit from Shared Best Practice and Lessons learnt

- Coordinate a regional response to national request, requirements
- Consider regional operational and organisational matters swiftly, developing and delivering timely responses where required
- Benefit from diversity of thought and access expertise and insights from partners forces
- Where appropriate develop a regional view and collectively benefit from the strength of a single voice
- Provide strong peer support
- Drive collaborative behaviours throughout all organisations
- Cooperate, coordinate and collaborate beyond the formal 7F Programme where there has been benefit in doing so

5. The Future - 7 Force Network

- 5.1 The 7 Force PCC's and Chief Constables are committed to the 7 Force collaboration but recognise the need for change. The major project opportunities have already been identified and included in the delivery programme therefore the existing structure can be streamlined.
- 5.2 The 7 Force Network will replace the existing arrangements. PCC Summit meetings will be held on an annual basis, however exceptional Summit meetings can be called when necessary.
- 5.3 The Strategic Programme will transition into a 7F Network. Chief Constables will continue to work within a strong and effective collaboration, to identify opportunities and work together at an operational level.

PCC Complaints Monitoring Report

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

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

1. Background

- 1.1 The Panel has delegated the Initial Handling of Complaints and Conduct Matters (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 2) to the PCC's Chief Executive, in consultation with a nominated member of the Panel.
- 1.2 The Panel has also delegated the resolution of other complaints (as set out in The Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, Part 4) to Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services) for informal resolution, in consultation with a nominated member of the Panel.

2. Purpose of today's meeting

- 2.1 The PCC's Chief Executive and the County Council's Assistant Director of Governance (Democratic and Regulatory Services) agreed to provide the Panel with monitoring reports, at least annually, setting out the number and themes of complaints handled during the period.

3. Complaints relating to the PCC

- 3.1 The PCC's Chief Executive has confirmed that one complaint has been received since the Panel received its last monitoring report, when it met on 13 July 2021:

- **Complaint 1 – Dated: 18 June 2021**

The complainant asserted that the PCC had given the impression of being dismissive in dealing with their concerns and had not provided a full or clear explanation when requesting they direct their correspondence to Norfolk Constabulary. It was determined that the complaint was unsubstantiated and no further action would be taken.

Completed.

4. OPCCN Freedom of Information Requests

4.1 As background information for the Panel, the PCC's Chief Executive has also confirmed that since the Panel's last monitoring report, five FOI (Freedom of Information) requests have been received. The main themes of the FOI requests are:

- Grant Funding
- Staff Changes
- OPCCN and PCC Costs
- Chief Constable Complaints
- Complaints Review Process

4.2 The PCC's Chief Executive will attend the meeting to respond to any questions that the Panel may have.

5. Complaints and FOI requests relating to the Panel

5.1 Norfolk County Council's Assistant Director of Governance (Democratic and Regulatory Services) has confirmed that no complaints relating to the Panel have been received during the reporting period. Neither have any FOI requests relating to the Panel been received.

6. Action

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



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Complaints Policy Sub Panel – Update

Report from the Chair of the Sub Panel, Air Commodore Kevin Pellatt

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

1. Background

- 1.1 In July 2014 the Government announced a review of the entire police complaints system, including the role, powers and funding of the then Independent Police Complaints Commission (IPCC) and the local role played by Police and Crime Commissioners (PCCs). The proposed reforms form part of the Policing and Crime Act 2017.
- 1.2 This Sub Panel was originally established as a task and finish group, to monitor the development of police integrity reforms and their implications. During the time it took to progress this legislation, the value of maintaining a small group of members with expertise in complaints matters (both relating to the implementation of reforms and PCC conduct complaints) became clear.
- 1.3 The Terms of Reference were refreshed in 2019 and the function of the Sub Panel is currently to: ensure that the PCP has a pool of nominated Members with a specialist knowledge on complaints matters who can advise the Panel accordingly; maintain oversight of the PCP's procedure for handling Police and Crime Commissioner (PCC) conduct complaints; monitor OPCCN's implementation of the Police Integrity Reforms set out in the Policing and Crime Act 2017.
- 1.4 The Panel endorsed these Terms of Reference and appointed the following members on 13 July 2021: Cllr Sarah Bütikofer, Cllr James Easter, Mr Peter Hill, Air Commodore Kevin Pellatt (re-elected as Chair for 2021-22), and Cllr Mike Smith-Clare.

2. Information reviewed by the Sub Panel

- 2.1 The Sub Panel met on 8 December 2021. A summary of the information reviewed is set out below.
- 2.2 Police Complaint Reviews
 - 2.2.1 The new legislation in relation to reviews of public complaints took effect from 1 February 2020. This changed the Relevant Review Body to Police and Crime Commissioners and the Independent Office for Police Conduct (IOPC), from the previous Relevant Appeals Body of the Appropriate Authority (the Chief Officer of a police force) and the IOPC.
 - 2.2.2 It means that from 1 February 2020 anyone dissatisfied with the outcome of a

complaint made against Norfolk Constabulary now has the right to request a review of that decision through the Office of the Police and Crime Commissioner for Norfolk (OPCCN). Details of that process are available to view on the complaints pages of OPCCN's website, which can be viewed [here](#). Norfolk Constabulary's Professional Standards Department (PSD) will continue to handle existing appeals that were being investigated at the point of the new legislation coming into force (historic cases will still be referred to as appeals to avoid confusion).

- 2.2.3 OPCCN reported that it had received 90 requests for a review since the new legislation had come into effect. Of those, 75 requests were considered valid for the OPCCN and to date 10 had been upheld. The Constabulary had accepted the PCC's recommendations to remedy for all those upheld.
- 2.2.4 The Independent Office for Police Conduct (IOPC) performance data for 2020/21 had been published. This showed that in comparison with national averages Norfolk Constabulary was performing well in terms of the time taken to log a complaint but that there was some work to do to improve the time taken to contact the complainant. This also showed a considerable variation in the proportion of reviews undertaken by Local Policing Bodies (PCCs) which found the complaint outcome was not reasonable or proportionate. We will continue to review this data as updates are made available.
- 2.3 Police super-complaints
 - 2.3.1 Six super complaints have been made since the introduction of legislation in November 2018. There is no further update to share but we are keeping under review the way in which the PCC is routinely monitoring progress in Norfolk against national recommendations, through his internal and external governance arrangements.
- 2.4 Legally Qualified Chairs (LQC) Indemnification
 - 2.4.1 OPCCN reported an ongoing issue with indemnification for LQCs, which is set out in the following paragraphs. This issue has such significant implications for the public's trust in policing, it was agreed that I should write to the National Association of Police, Fire and Crime Panels (NAPFCP) to request that, having raised awareness amongst its membership, it took action to support PCCs.
 - 2.4.2 Police Misconduct Panels are responsible for determining the outcome of a serious misconduct case after an investigation has taken place and the facts are known. In most cases the panel members are a Legally Qualified Chair (LQC), an independent lay member and a senior police officer from that force area, but where the complaint is against a senior police officer, Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) nominates the third member of the panel.
 - 2.4.3 PCCs have responsibilities under the complaints system in relation to the appointment of members of both Police Misconduct Panels and Police Appeals Tribunals. They are responsible for recruiting a pool of LQCs and independent members (IMs) of misconduct panels and for nominating a chair and a lay member from that pool to sit on each panel. LQCs have been given greater responsibility

under the Policing and Crime Act 2017 for managing the case (determining timescales, disclosure, witnesses, media attendance, and whether hearings are open or closed), which requires the early nomination of the LQC to a case.

- 2.4.4 One of the current national issues that is affecting the functions of LQCs and IMs is that of indemnification for those who sit on police misconduct panels and the risk of challenge linked to alleged disability or other discriminatory actions. This is connected to an ongoing case at the Court of Appeal whereby the Chief Constable of Avon and Somerset is challenging the judgment of an Employment Tribunal that the Chief Constable could be liable for discriminatory actions by statutory police and conduct panels.
- 2.4.5 The current national position from the Association of Police and Crime Commissioners (APCC) is that all PCCs will indemnify panel members (LQCs and IMs) from such risk providing they act in good faith when discharging their panel duties. Norfolk has adopted this approach having had the issue arise back in December 2020 for a Norfolk misconduct hearing that raised the threat of a Judicial Review from the officer and a challenge under the Equalities Act with regards to disability discrimination and an LQC and IM refusing to sit without indemnification. However, the national position is very much a holding position until the Court of Appeal outcome is known but the issue it presents for PCCs is getting current LQCs and IMs to accept a role on a conduct panel when these legal arguments have still not been resolved.
- 2.4.6 At the time of writing this report, the NAPFCP's Chair has confirmed that he will raise the matter with his Executive.

2.5 PCC conduct complaints

- 2.5.1 As previously reported, the Home Office has indicated that it intends to progress the implementation of new Regulations, which will give PCPs greater investigatory powers in relation to PCC conduct complaints. No further information has been made available since our last report. In addition, the Home Office continues to work on the development of the complaints systems in relation to PCCs as part of the PCC Role Review Stage 2. The role of the IOPC regarding allegations against PCCs and vexatious complainants is being reviewed. The Sub Panel will keep this under review and recommend any necessary amendments to our local procedure in due course.

2.6 Home Office PCC Role Review

- 2.6.1 There is no further update on the findings of Part 2 of the Review or Ministers' response.

3. **Work programme**

- 3.1 The next Sub Panel meeting is scheduled to take place on 23 March 2022.

4. **Action**

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



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Information bulletin – questions arising to the PCC

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

This information bulletin summarises for the Panel both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of 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 their activities and decisions.
- 1.2 This report covers the end of the previous PCC's term of office and the beginning of the new PCC's term of office.

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 24 January 2022, are listed at **Annex A** of this report.

b) Items of news

Items of news, covering the PCC's activity and including the key statements he has made, are recorded and published on his website. A summary of those items published up until 24 January 2022, are listed at **Annex B** of this report.

c) PCC Accountability Meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is

credited for having yielded significant savings for both Constabularies. An extensive programme of collaborative work has already delivered several joint units and departments in areas such as major investigations, protective services, custody, transport and IT.

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

e) Other (virtual) 'out-of-county' activity since the current PCC took office:

Date	Activity
12 November 2021	7 Force Eastern Regions Collaboration PCC's Pre-meeting
12 November 2021	7 Force Eastern Regions Collaboration FULL meeting
30 November 2021	APCC LQC next steps meeting
30 November 2021	PCC pre-meet ahead of the NPAS National Strategic Board
1 December 2021	Norfolk/Suffolk PCCs and Chief Execs Meeting
2 December 2021	APCC/Home office LQC Meeting
6 December 2021	Royal College of Defence Studies visit
6 December 2021	APCC Conservative Group Meeting – Teams Meeting
16 December 2021	Meeting with Historic England
10 January 2022	APCC Transparency portfolio Meeting
13 January 2022	APCC Race Disparity Working Group
19 January 2022	APCC General Meeting Day 1 – Teams Meeting
20 January 2022	APCC General Meeting Day 2 – Teams Meeting

f) Audit Committee

The Audit Committee is independent of the PCC and Norfolk Constabulary. The Committee considers the internal and external audit reports of both the

PCC and the Chief Constable and provides advice on good governance principles and appropriate risk management arrangements. Items discussed at the most recent meetings are set out at **Annex E** of this report.

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

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

- h) Emergency services collaboration.

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

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

3. Suggested approach

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

4. Action

- 4.1 The Panel is recommended to put questions to the PCC, covering the areas at paragraph 2.1 of this report, to publicly hold him to account for the full extent of his activities and decisions since taking office. It may also wish to put questions about any matters relating to decisions and activity by the previous PCC.



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PCC's Decisions

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

Decision notices published since the previous meeting are listed below.

Support Victims and Reduce Vulnerability

[The Change Project](#)

Decision 2021-48

The PCC for Norfolk supports the allocation of funding to The Change Project to deliver Perpetrator Behaviour Change Programmes in Norfolk for those who are identified by the DAPPA team analysis.

[Extension of contract for the WONDER+ scheme](#)

Decision 2021-49

The Police and Crime Commissioner for Norfolk approved an extension of contract for the WONDER+ (Women of Norfolk Diversion, Engagement and Rehabilitation) scheme.

[Safer Streets Fund 3](#)

Decision 2021-50

The Office of the Police and Crime Commissioner for Norfolk has secured Home Office funding to deliver a series of measures to improve safety in King's Lynn, Norwich and Great Yarmouth.

[Bystander Programme Co-Ordinator](#)

Decision 2021-52

It is recommended that the PCC for Norfolk fund Norfolk County Council to host a Bystander Programme Co-Ordinator until the end of the school term 2022/23 using the Community Safety Fund.

Estates

Hethersett Old Hall School - Former Junior School Works and Planning Application

Confidential Decision 2021-46

The PCC approved the submission of the Planning Application and the allocation of funding for the works. This report is confidential as it breaks down estimated costs / budgets for elements of building work that would be advantageous to any prospective contractor tender bidders.

Estates and Facilities Cleaning Contract Award

Confidential Decision 2021-47

The PCC approved the award of the new cleaning contract. This decision is confidential as it contains commercial in confidence contract prices and tender information.

Award of contract for 5 Force Digital Asset Management System (DAMS)

Confidential Decision 2021-56

The PCC approved the award of a 5 Force Digital Asset Management System (DAMS) following agreement at the Eastern Region Summit. This decision is confidential as it contains commercial in confidence contract prices and tender information.

Other

[Proposed Appointment of Chief Constable](#)

Decision 2021-51

It is recommended that the Police and Crime Panel be notified of the proposed appointment of the Chief Constable for Norfolk Constabulary by the Police and Crime Commissioner. This decision paper will be submitted for consideration at the Confirmation Hearing on Thursday 2nd December 2021.

[Mobile Applications Solution to the Norfolk & Suffolk Constabularies](#)

Decision 2021-53

The recommendation is for the PCC to sign the renewal of the agreement for the period 01/01/2022 – 31/12/2022 to ensure a continuation of the service.

[Strategic Needs Assessment – additional User Voice Exercise](#)

Decision 2021-54

The PCC for Norfolk supports the allocation of funding to The Centre for Public Innovation to allow for the commissioning of this additional piece of work to help inform Norfolk's Strategic Needs Assessment, the outcome of which will inform future OPCCN Commissioning Intentions.

(Decision 2021-55 not yet published)

Summary of the PCC's activity

New multi-million pound service supporting victims of domestic abuse coming to Norfolk

A major new service to improve support for victims of domestic abuse is to be launched in Norfolk, following an investment of more than £6million.

26 October 2021

PCC Giles Orpen-Smellie reflects on his first six months

Norfolk PCC Giles Orpen-Smellie has been reflecting on his first six months in the role.

12 November 2021

Police and Crime Commissioner announces preferred candidate for Chief Constable of Norfolk

Police and Crime Commissioner for Norfolk Giles Orpen-Smellie has today announced his preferred candidate for the next Chief Constable of Norfolk Constabulary.

16 November 2021

PCC Annual Report reveals positive work during pandemic

The latest Annual Report published by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) reveals key progress has been made against the county's Police and Crime Plan, despite the pandemic.

17 November 2021

Norfolk's PCC joins national call to end violence against women and girls

Norfolk's Police and Crime Commissioner has today joined the tens of thousands of people across the country pledging to 'Make The Promise' to say no to violence against women and girls.

25 November 2021

Norfolk employers continue to pledge to help victims of domestic abuse

Thousands of employees across Norfolk now have access to vital help and support if they are affected by domestic abuse thanks to the launch of workplace pledge in the county.

25 November 2021

Norfolk PCC launches new community network to influence policing in the county

Organisations and groups across Norfolk are being invited to join an influential network created to improve policing across the county.

29 November 2021

Audit of PCC and Police Accounts Complete

The Police and Crime Commissioner (PCC) is required by law to publish a set of accounts each year providing a breakdown of the PCC's and Norfolk Constabulary's financial performance and position.

1 December 2021

PCC backs annual Christmas drink and drug driving campaign

Norfolk's Police and Crime Commissioner has joined emergency services colleagues from across Norfolk to urge people not to drink or take drugs and drive this festive season, and beyond.

2 December 2021

New Chief Constable for Norfolk confirmed

Norfolk Constabulary has a new Chief Constable after the county's Police and Crime Panel unanimously supported Police and Crime Commissioner Giles Orpen-Smellie's recommendation.

3 December 2021

Parents and teachers urged to take part in online sessions about dangers of County Lines

A series of workshops aimed at educating parents and professionals about the dangers of criminal exploitation of young people in Norfolk, are being held again over the next four months.

3 December 2021

New police station begins to take shape in Norfolk

Norfolk's Police and Crime Commissioner has visited the site where a brand-new specialist police station is being built to serve people living and working in the Broadland area, and beyond.

16 December 2021

New domestic abuse services for Norfolk launches

A new domestic abuse service will be launching in Norfolk today, providing joined-up support for those experiencing domestic abuse and helping their journey to freedom.

3 January 2022

Norfolk's PCC launches annual police budget consultation

Norfolk's Police and Crime Commissioner (PCC) Giles Orpen-Smellie has today launched a public consultation into the proposed budget for policing in the county for the coming year.

4 January 2022

PCC invites residents to pose policing questions to Norfolk's Chief Constable

Police and Crime Commissioner (PCC) Giles Orpen-Smellie is inviting residents to pose their questions to Norfolk's Chief Constable as he prepares to host his first accountability meeting of 2022.

5 January 2022

Road safety remains key concern for PCC

Norfolk's Police and Crime Commissioner Giles Orpen-Smellie has reinforced his commitment to road safety in the county, as Norfolk Police reveal more than 160 arrests were made during the Christmas campaign against drink and drug driving.

21 January 2022

Annex C

List of items discussed at the most recent PCC Accountability Meetings

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

Date: 26 January 2022	
Subject	Summary
Public agenda	
Constabulary Covid 19 Update	Verbal update
Police Accountability Meeting (PAM) Public Questions	Verbal update
Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <ol style="list-style-type: none"> 1. The report provides a high-level financial overview of the Constabulary Revenue and Capital Budgets for the current year 2020/21. 2. A high-level update on the Estates Programme is included. 3. The Performance Metrics for Good Stewardship of Taxpayers' Money are also included. <p>Recommendation The PCC is asked to note the report.</p>
Police and Crime Plan Theme: 'Support Rural Communities'	<p>This report provides a summary of the Constabulary's approach to supporting rural communities. This includes an overview of;</p> <ul style="list-style-type: none"> • Operation Randall • The use and development of police drones to support rural communities • Engagement with rural communities • The approach to managing rural crime • Details of our current active operations. <p>Recommendation The PCC is asked to note the report.</p>
Police and Crime Plan Theme: 'Improve Road Safety'	<p>The report sets out an update of work undertaken by police and partners to address road safety and includes:</p> <ol style="list-style-type: none"> 1. Introduction 2. Update on the Police led work through the Road Safety Performance and Tasking Group (RSPTG) 3. Trajectory and Predictive Analysis of KSI 4. Update on Fatal 4 Approach, Days of Action & Annual Campaigns 5. Update on Existing Performance and the Impact of COVID

	6. Innovation and Technology. Recommendation To note the report.
Professional Standards Department Complaints Update	This report presents figures on complaints relating to Norfolk Constabulary, received during the period, 1 April to 30 September 2021 (Quarter 1 to Quarter 2 of 2021/22).
Emergency Services Collaboration Group Update	The report outlines the Constabulary's collaborative work with: <ul style="list-style-type: none"> • Suffolk Constabulary (as part of the preferred partnership) • The seven-force collaboration programme • National Programmes Recommendation To note the report.
Emerging Operational/Organisational Risks	Verbal update.
Private agenda	
None	

The public reports can be viewed on the OPCCN's website at the following address [PCC Accountability Meeting | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk/PCC-Accountability-Meeting)

There was a public questions and answers segment at this meeting. A written copy of the public questions and responses will be published in due course along with the minutes of the meeting.

The next PCC Accountability Meeting is scheduled to take place on 26 April 2022. There will be a public questions and answers segment at this meeting.

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

The Collaboration Panel met in private on 3 November 2021 and a Norfolk/Suffolk PCCs and Chief Execs Meeting took place on 1 December 2021.

Public information on the Collaboration Panel can be viewed on the OPCCN's website at the following address <https://www.norfolk-pcc.gov.uk/key-information/accountability/norfolk-and-suffolk-collaboration-panel/>

List of items discussed at the most recent Audit Committee meetings

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

Date: 29 November 2021	
Subject	Summary
Public agenda	
Review and update the action log	
Final Accounts 2020/21 for approval including External Auditor's Audit Results	Report from Chief Finance Officer and Ernst & Young
Internal Audit 2021/22 Progress Report and Follow up	Report from Head of Internal Audit
Forward Work Programme	
Private agenda	
Fraud update	Report from Chief Finance Officer (not published)

Date: 25 January 2022	
Subject	Summary
Public agenda	
Review and update the action log	
Internal Audit 2021/22 Progress Report and Follow-up Report	Internal Audit 2021/22 Progress Report and Follow-up Report
020/21 Auditor's Annual Report	Report from Director, Ernst & Young
Treasury Management • 2021/22 Half Year Update • 2022/23 Strategy (draft)	Report from Chief Finance Officer
Forward Work Programme	
Private agenda	
Fraud update	Report from Chief Finance Officer (not published)
Strategic Risk Register update	Report from Chief Exec and Chief Constable (not published)

The public reports can be viewed on the Commissioner's website at the following address [Audit Committee | Norfolk PCC \(norfolk-pcc.gov.uk\)](https://www.norfolk-pcc.gov.uk)

The next Audit Committee meeting is scheduled to take place on 12 April 2022.

Forward Work Programme

Date	Item	Attendees
11am, 22 February 2022 County Hall	Reserve date – to review a revised precept for 2022-23, if vetoed (the Panel must review and report by 22 February 2022)	Commissioner, supported by members of the Commissioner's staff and Chief Constable
11am, 21 April 2022 County Hall	Police and Crime Plan performance monitoring (including commissioned services) Information bulletin – questions arising to the PCC Complaints Policy Sub-Panel – update Norfolk Police and Crime Panel Annual Report 2021-22 Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
11am, 27 June 2022 County Hall	Election of Chair and Vice-Chair Balanced Appointment Objective Panel Arrangements and Rules of Procedure – Review Police and Crime Plan performance monitoring (including commissioned services) Information bulletin – questions arising to the PCC PCC Complaints Monitoring Report Norfolk Police and Crime Panel funding	Commissioner, supported by members of the Commissioner's staff and Chief Constable

	Forward Work Programme	
11am, 19 September 2022 County Hall	PCC's 2021-22 Annual Report Independent Custody Visitor Scheme Annual Report 2021-22 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
11am, 1 December 2022 County Hall	PCC's 2023-24 Budget Consultation Police and Crime Plan performance monitoring (including commissioned services) Complaints Policy Sub Panel - update Information bulletin – questions arising to the PCC National Police and Crime Panel Conference 2022 Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
January 2023 (To be confirmed)	Panel Member briefing – review of PCC's precept proposal	
11am, 2 February 2023 County Hall	Review the PCC's proposed precept for 2023-24 (the Panel must review and report by 8 February 2023) Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Complaints Policy Sub Panel – update	Commissioner, supported by members of the Commissioner's staff and Chief Constable

	Information bulletin – questions arising to the PCC Forward Work Programme	
11am, 20 February 2023 County Hall	Reserve date – to review a revised precept for 2023-24, if vetoed (the Panel must review and report by 22 February 2023)	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 2020-21: Cllr Sarah Bütikofer, Cllr James Easter, Mr Peter Hill, Air Commodore Kevin Pellatt (Chair), Cllr Mike Smith-Clare

Date of last meeting: 8 December 2021

Next meeting: 23 March 2022

PCP training and network events

- Eastern Region PCP Network: 3 March 2022, virtual meeting (Air Commodore Kevin Pellatt to attend)
- 12th Annual PCP Conference: date to be confirmed

For information

Norfolk County Community Safety Partnership Scrutiny Sub Panel meetings are due to take place on the following dates (details will be made available via NCC’s website):

- 24 February 2022
- 9 June 2022
- 22 September 2022
- 8 December 2022

Police Accountability Meetings are due to take place on the following dates and will include a public question and answer segment (details will be made available via OPCCN’s website):

- 26 April 2022

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.