

Norfolk Police and Crime Panel



Date: **Monday 22 November 2021**

Time: **10am**

Venue: **Council Chamber, County Hall, Norwich**

Panel Members are invited to a pre-meeting at 9.15am on 22 November 2021 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/UCdyUrFjYNPfPq5psa-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 required to wear face masks when they are moving around the room but may remove them once seated. 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 meeting held on 21 September 2021.

(Page **6**)

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 Friday 12 November 2021.**

6. Police and Crime Commissioner for Norfolk's Police and Crime Plan 2022-24 (Page **13**)

To consider the PCC's proposed Plan.

7. Police and Crime Commissioner for Norfolk's 2022/23 Precept Consultation (Page **29**)

To consider an overview of the PCC's 2022/23 precept consultation.

8. Police and Crime Plan for Norfolk 2016-2021 – performance monitoring (Page **35**)

To consider an update from the PCC.

9. Complaints Policy Sub Panel - Update (Page **69**)

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

10. Information bulletin – questions arising to the PCC (Page **72**)

To consider the full extent of PCC activities and decisions since the last Panel meeting.

11. Police (Fire) and Crime Panel Conference 2021 (Page **82**)

To consider matters arising from the annual national conference.

12. Work Programme (Page **84**)

To review the proposed work programme.

Tom McCabe
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Date Agenda Published: 12 November 2021



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Norfolk Police and Crime Panel

Minutes of the Meeting held on 21 September 2021 at 10am at County Hall, Norwich

Panel Members Present:

Cllr William Richmond (Chair)
Air Commodore Kevin Pellatt (Vice-Chair)

Norfolk County Council
Co-opted Independent Member

Cllr Tim Adams
Cllr Gordon Bambridge
Cllr Graham Carpenter
Cllr James Easter
Cllr Cate Oliver
Cllr Mike Smith-Clare
Mr Peter Hill

North Norfolk District Council
Breckland District Council
Norfolk County Council
South Norfolk Council
Norwich City Council
Great Yarmouth Borough Council
Co-opted Independent Member

Officers Present:

Simon Atherton
Paul Sandford
Giles Orpen-Smellie
Sharon Lister
Nicola Ledain
Jo Martin
Gavin Thompson
Mark Stokes

Independent Custody Visitor Scheme Manager
Temporary Chief Constable for Norfolk
Police and Crime Commissioner for Norfolk (PCC)
Director of Performance and Scrutiny, OPCCN
Democratic Support Officer, Norfolk County Council (NCC)
Democratic Support and Scrutiny Team Manager, NCC
Director of Policy and Commissioning, OPCCN
Chief Executive, OPCCN

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

- 1.1 Apologies were received from Cllr Colin Manning, Cllr Jonathan Emsell and his substitute Cllr Peter Bulman, Cllr Sarah Butikofer and her substitute Cllr John Toye.

2. Minutes

- 2.1 The minutes of the meeting held on 13 July 2021 were agreed as an accurate record and signed by the Chair, subject to adding Cllr Cate Oliver in the attendance list.

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 Draft Annual Report 2020-21

6.1 The Panel received the PCC's draft annual report for 2020-21 which presented the progress made during the last financial year in meeting the Police and Crime Plan. The report also provided performance metrics for each of the priorities and an overview of the main areas of activity.

6.1.1 The PCC introduced the report and in doing so, thanked his predecessor whose report it predominantly was and thanked him for standing in for the extra year which was unexpected.

6.2 During the discussion, the following points were raised;

6.2.2 During the pandemic, the data in the report showed that there were increases in crimes such as domestic abuse and online crimes but also increases in rural crimes and hate crimes. The PCC explained that a consequence of the pandemic was more people were sitting at home and had time to report such crimes. He explained that hate crimes were more obvious to record as such, however, hate incidences could be misconstrued as freedom of speech, and the differentiation came down to the legislation of the right to be offended. The increase in these crimes did not mean there was a significant problem in Norfolk. With regards to rural crime, the Chief Constable explained that in a recent audit undertaken of the Constabulary, it had found that they were under reporting. As a result, they invested in an additional data integrity team, which has in turn contributed to an increase in reporting of all crime types. In particular, the Constabulary needed to improve where multiple crimes could have been recorded. Over the years, there had been a correlation where an increase in hate crimes in the local area had been tracked to a world event happening at the same time. It was also noted, that when it became known to the public that they can report an incident, they do so. It was important to remember that this was a year's data taken in isolation and would be more concerning if the trend had continued over a longer period.

6.2.3 The decision of where the second recruitment of officers in the Uplift Programme would be focused hadn't been made as the outcome of the Government's Comprehensive Spending Review was pending. The Chief Constable added that due to some changes in the entry route into policing, it would mean new student officers would be spending an increased amount of time in training before being deployed. This was positive for the long term but in the short term it would mean that a large

chunk of the new uplift officers would be in training for 2-3 years. Thereafter, the Chief Constable would explore the ways in which officers could be deployed into visible roles, as much of the community would like. The PCC added that 86% of the Constabulary's budget was staff costs, but it was important to not be focused on the numbers and that the Constabulary needed rounded capabilities to have a significant effect on the ground.

- 6.2.4 The PCC was clear that he had a leadership responsibility to look forward to where crime might be in 2030-2040, and what sort of constabulary would be needed and what estate was needed. He explained that he would start from the Norfolk 2020 model and use this to design the 2030 concept in greater detail. Work had already been started by the Constabulary titled '2030 Horizons' and he would use that as a base. He wanted to make sure he was not creating something completely different in Norfolk than the national picture where work was already being carried out, but he would draw on this work and transfer it into the local context, and then work out the funding steps to achieve that.
- 6.2.5 The PCC reported that one of the greatest threats in Norfolk to the public was travelling on the roads. Due to the pandemic, the data relating to those killed or seriously injured on the roads, had taken a slight decrease, but they would inevitably return to pre-Covid levels. It was an issue that was on his agenda and he was keen to keep the pressure on. In terms of numbers increasing, Norfolk was becoming more populated, and inevitably the numbers would grow relatively. The Chief Constable highlighted that the rate of collision was recorded per million miles driven, and rate had been consistent over the last few years, obviously with a dip during the lockdowns. The Constabulary were keen to recommence work with young people but needed to look closer at what demographic were causing the incidences.
- 6.2.6 The PCC explained that in understanding his ongoing and future challenges now he had taken up post, this and previous reports were being used as part of a body of evidence he was looking at to identify his priorities, alongside national information. It was helpful as it gave the local context which would in turn have then effect on the ground.
- 6.2.7 The performance metrics in the report which related to the time spent by the Special Constabulary was highlighted by the Panel. The PCC confirmed that as the regular officers had to be drawn off to deal with the Covid-19 situation, the Special Constables were able to offer additional time, especially as some had been furloughed. He added that they were a fantastic resource. He would be looking at the future of Special Constables as part of developing Norfolk 2030 and as part of his Police and Crime Plan.
- 6.2.8 The PCC acknowledged that there were a lot of reports available and it was difficult to say who would read such reports. The public may prefer to have something shorter, but if the report wasn't produced in the detail there could be challenge by someone so there would always be a predicament.
- 6.3 The Panel **AGREED** the Police and Crime Commissioner for Norfolk's draft Annual Report 2020-21 and **AGREED** to send a letter to the PCC detailing the outcome of the Panel's discussion.

7. Independent Custody Visitor (ICV) Scheme – Annual Report 2020-21

- 7.1 The Panel received the annual report 2020-21 which provided an overview of the scheme and outcomes from visits between 1 April 2020 and 31 March 2021.
- 7.2 In introducing the report, the PCC highlighted that the work undertaken by the visitors was essential, and over the last year had been challenging. Visits had to be suspended due to Covid-19 and work-arounds had to be found, such as via telephone. However, the system was re-established as soon as possible. The service was at times stretched, due to those volunteers who had to shield, but it had been restored quickly. More recently, a successful recruitment had taken place, with extra recruitment now taking place for the Great Yarmouth area.
- 7.2.1 The Independent Custody Visitor Scheme Manager echoed the words of the PCC, and he thanked all the volunteers and especially the four coordinators who look after the four panels across the County.
- 7.3 During the discussion, the following points were raised;
- 7.3.1 The scheme advertised for volunteers in EDP and on radio Norfolk amongst other means.
- 7.3.2 The scheme was making improvements such as looking at the more vulnerable detainees and ways in which to help them, which could include introducing comfort boxes containing fidgets or soft balls. This was all in conjunction with the health care professionals on site. There was a longer-term plan to put monitors in the cells, which would help the detainees to know what time of day it was and in turn improve wellbeing.
- 7.3.3 Page 97 of the report detailed that the demographic of the volunteers was over 46. The PCC explained that it tended to be the older demographic who volunteered as they tended to have more time. Under 46's tended to be in the working environment or using their time for other activities. The PCC would welcome younger people, especially to help the younger detainees and to have a cross-section of the demographic. The PCC agreed to look at how younger volunteers could be encouraged by ways of specifically targeting them to volunteer not just for the inspector role but for working for the police generally. It was suggested to contact the Youth Commission.
- 7.3.4 The PCC reported that he would like to be able to do more in terms of remuneration for volunteers, but it was a matter of total resource and where it could be spent. There could be alternatives which would all need investigating further. The Chief Constable reminded the Panel that all juvenile detainees, when not accompanied by their parent, were allocated an appropriate adult, who ensured they knew their rights and their experience in the centre was as it should be. This was also in place for vulnerable adults.
- 7.4 The Panel considered and **NOTED** how the PCC was delivering his statutory responsibility to establish and maintain an Independent Custody Visiting Scheme for the police force.

8. Police and Crime Plan for Norfolk 2022-24: consultation

- 8.1. The Panel received the report from the PCC which set out the approach to the consultation for the Police and Crime Plan for Norfolk 2022-24 and its findings.

The PCC introduced the report and highlighted that the consultation was undertaken in August. It was early in his tenure, so he had since had plenty of time to consider what the public had told him. There had been 1129 completed responses out of a population of 1 million in Norfolk, however, in context of previous consultations, it was a healthy response. The responses reinforced what he had received when meeting the public. He was analysing the results and adjusting his Police and Crime Plan because of what had been submitted. He was keen that the Police and Crime Plan be a document that could be taken and put into practice on the ground by Officers. There were also several plans, such as that from the Norfolk Community Safety Sub-Panel, chaired by the CEO of OPCCN and how wider County could contribute to the plan and how it all fitted together.

- 8.2 During the discussion, the following points were raised;

- 8.2.1 The PCC reported that he was beginning to form an impression of the commissioned services, but being early in his tenure he had much to find out. He was clear that, firstly, he needed to impress on Government the need to give sensible sums of money for sensible periods. Currently, there were specific funding opportunities open for application at short notice, and for approximately 12 months, which wasn't long enough considering the need to arrange staff and start the service running. The PCC reported that there could also be a role for OPCCN to coordinate the money that was available throughout the whole county to ensure that the services received an adequate share of the total available. This would all in turn help to measure the commissioned services effectively, and to see a real impact.

The Director of Policy and Commissioning explained that the measurement of victims commissioning was governed by Ministry of Justice and the framework that exists from central government. There were a range of measures that the OPCCN were accountable for recording against. That framework is what they would use and would develop as legislations changed such as the implementation of victims law, and victims strategies. In terms of the wider commissioning and funding, it depended which policy and intervention was being focused on.

The Panel asked if there was a simple outcome that could be used which the public and the Panel could relate to easily. The PCC was happy to take the point but raised concern that there wasn't immediate changes with the services and some would take a few years to make an effect. There was a need for consistency in terms of funding and provision of services, and currently there was too much turbulence.

- 8.2.2 A completed draft of the Police and Crime Plan would hopefully be brought to the Panel for the meeting in November, and then subject to amendments by the Comprehensive Spending Review would be live by 31st March 2022.

- 8.2.3 The PCC confirmed that through the Estates Governance Board, he was reviewing the need of estates in 2030-2040. Covid had changed working practices and the Constabulary had a project in hand to look at this in more detail. Some police stations were fit for purpose and state of the art. However, some needed attention and it was being reviewed as part of the estate strategy. Community hubs could be an alternative solution where district councils and the Constabulary worked together.

8.2.4 Although the use of technology specifically such as Optik, had made efficient changes, it would probably not be possible for uniformed officers to work entirely remotely and go straight to work from home, without going to a station first. The opportunities Optik were vast, and it had been invested in heavily. Optik had the opportunities to significantly streamline the back-office processes, such as time and data accuracy. However, this then added time onto that of the front-line officers. The Constabulary were investing in more pieces of software, better devices, and more applications and thereafter hopefully officers will spend more time on the street, and in houses. During the pandemic, detectives and those officers which were not front line, had been working remotely and starting their day of work without going into the office.

8.3 The Panel **CONSIDERED** and **NOTED** the PCC's approach to the consultation and its findings.

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 Chair of the Sub Panel drew the attention of the Panel to paragraph 2.5.1 of the report which detailed the revised Specified Information Order and new transparency requirements which have come from stage 1 of the PCC role review. The Director of Performance and Scrutiny explained that her team were reviewing the new elements of the revised Specified Information Order to ensure that the OPCCN were compliant. Not only was this required by law, but it was investing in the PCC's role as national lead on integrity and transparency.

9.3 The Chair of the Sub Panel highlighted that there had been little change in legislation over the past few months, and it was hoped that there would be an update soon. The next meeting of the sub panel would be held on 18th October 2021.

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.

10.1.2 The PCC introduced the report and highlighted that he was in a stage of trying to build relationships and was pleased at how this was continuing. He was regularly meeting with NCC, re-energising the Norfolk and Suffolk Collaboration Board and with various partners of the Criminal Justice System.

10.2 During the discussion, the following points were noted;

10.2.1 The PCC confirmed that the next meeting of the Norfolk and Suffolk Collaboration Board was scheduled for 3rd November 2021.

- 10.2.2 The Independent Office for Police Conduct (IOPC) had issued a report of the use of tasers and had issued recommendations for Constabularies to take on board. The PCC explained that he was quite wary of the report due to the period it looked at, and the circumstances in which it had looked at taser use. The PCC confirmed that he had no concerns with the manner and circumstances in which the Constabulary used taser guns.

11. Work Programme

- 11.1 The Panel received the work programme for the period November 2021 – September 2022.
- 11.2 The Panel **AGREED** the work programme.

Meeting ended 11:45am

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



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Police and Crime Plan for Norfolk 2022-24

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to review the Police and Crime Commissioner (PCC) for Norfolk's draft Police and Crime Plan 2022-24 and agree what report or recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 The Police and Social Reform Act 2011 ("the Act") requires the Police and Crime Commissioner ("the PCC") to issue a Police and Crime Plan ("the Plan") within the financial year in which the election is held.
- 1.2 The Police and Crime 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 for the Panel to review the PCC's draft Plan and agree what report or recommendations (if any) it wishes to make.

2.2 The PCC's draft Plan is attached at **Annex 1** of this report.

3. Suggested approach

3.1 The PCC will attend the meeting to introduce his proposed Plan and answer the Panel's questions. He will be supported by members of his staff together with the Temporary Chief Constable.

3.2 After the PCC has introduced his proposed Plan, the Panel may wish to question him on the following areas:

- a) The new priorities for Norfolk and the extent to which they vary from those identified by the previous PCC.
- b) How the PCC has ensured that his priorities reflect local needs.
- c) The policing and crime objectives set by the PCC and the resourcing that will be put in place to deliver them.
- d) How performance against the objectives will be monitored and evaluated.
- e) How the PCC will lead partners across all sectors to work in a more joined-up way.
- f) The PCC's Commissioning Strategy and how it will support the Police and Crime Plan.
- g) Whether projects and services currently funded by the PCC will be reduced or ceased and how the longer-term impact of that will be assessed.
- h) How the PCC's duty to provide victim and witness support services will be met.
- i) The mechanisms that will be put in place to evaluate, review and performance monitor commissioned and grant funded services.
- j) How the PCC will monitor and respond to issues that impact on crime and disorder as they arise.

4. Action

4.1 The Panel is recommended to review the Police and Crime Commissioner

(PCC) for Norfolk's draft Police and Crime Plan 2022-24 and agree what report or recommendations (if any) it wishes to make to the PCC.



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Working title:

POLICE, CRIME AND COMMUNITY SAFETY PLAN FOR NORFOLK 2022 – 2024

[Branding and imagery to be added after Police and Crime Panel have endorsed the plan]

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Foreword from the Police and Crime Commissioner

The Police Reform and Social Responsibility Act 2011 requires the Police & Crime Commissioner to present a Police and Crime Plan. The purpose of this plan is to set the strategic priorities under which Norfolk Constabulary delivers policing within the county. The plan is a form of contract between the Police & Crime Commissioner, representing the people of Norfolk, and the Chief Constable, representing Norfolk Constabulary. The priorities within the plan have been developed by me to reflect concerns raised with me by the public both during my election campaign and since my appointment.

Importantly, I have consulted the Chief Constable about the priorities I am setting given it is his officers who would be delivering these as policing effects on the ground. This plan also provides the benchmarks against which I will hold the Chief Constable to account for the performance of Norfolk Constabulary.

There is an 'expectation gap' between the public's wish to see more visible policing and the police's obligation to tackle crime, much of which happens outside the public's view. There is a need to 'bridge' this gap, so that the public see more visible policing while the police continue to focus on tackling crime. The expectation gap also contributes to a 'trust gap'. This gap has developed from a separation of public and police as an unintended consequence of austerity. However, the trust gap has been compounded by the terrible murder of Sarah Everard by a serving Metropolitan Police officer. Therefore, a key part of this plan is the emphasis on promoting police ethical values and standards, reinforced by a renewed Constabulary effort to communicate with and be easily accessible to the public.

I am mindful that the police respond to individual incidents, but they usually cannot address the underlying problems that create the conditions that cause those incidents. The police need the support of partners across the public, private and charity sectors if these underlying problems are to be addressed as part of a wider public health approach to dealing with crime. It is important that all the available resources across the county are brought together in a coordinated manner to achieve the best effects on the ground. Therefore, I use the analogy of a rope in regarding this Police and Crime Plan as the core around which the strands of other plans can be woven to give the whole rope greater strength.

The Norfolk Community Safety Partnership's plan is the first of these other strands to be integrated in this way. I have also taken due note of statutory and policy requirements, such as the government's Beating Crime Plan, the Strategic Policing Requirement and the National Policing Board's priorities. A joined-up, public health, approach to law and order, in addition to being more effective in addressing crime, would enable a gradual shift from reaction to crime and its consequences to prevention of crime in the first instance.

Norfolk is well served by its Constabulary. This plan seeks to build on this solid foundation to deliver effective policing over the three years of my term as Police & Crime Commissioner. In doing so, this plan will also contribute to the closure of the expectation and trust gaps.



Giles Orpen-Smellie

Police and Crime Commissioner for Norfolk

Police, Crime and Community Safety Plan

As your PCC, I have a statutory duty to produce and publish a Police and Crime Plan within my first year of taking up office. My plan sets out the strategic direction for policing our county with objectives for how policing services will be delivered in Norfolk along with six outcomes which I refer to as pillars within the plan and these will be my areas of focus during my term of office.

Although in statute it is referred to as a Police and Crime Plan it is, for me, very much a Police, Crime and Community Safety Plan for Norfolk.

Throughout the development of my plan as well as considering the national policing landscape and priorities I have taken account of public views through consultations, face to face exchanges with a wide range of stakeholders, written correspondence from members of the public and local businesses along with community safety needs and priorities.

In addition to the proposed policing priorities that I put forward some of the key themes that came out from this consultation work identified the following areas of concern:

“...more visible policing, especially in rural areas”

“...dealing with rural crime including hare coursing, fly tipping, machinery theft, livestock worrying and theft”

“...dealing with anti-social behaviour and low-level crime”

“...concerned about speeding vehicles, especially in rural areas and villages”

“...accessible and contactable local policing, having a name and contact number for a local police officer”

“...concerns about taking and dealing drugs in rural and urban areas.”

Taking all the above into account I have now set out my police and crime plan priorities into six pillars which will be underpinned by prudent budget and financial planning and police ethical values and standards. The plan will be delivered and supported through an OPCCN Commissioning Strategy and a clear Engagement and Communications Strategy.

Police and Crime Plan Priorities - the Six Pillars of the Police and Crime Plan

The Police and Crime Plan has been informed through public and stakeholder consultation on policing priorities and a series of six pillars have been identified which underpin the plan. They have been developed along with detailed objectives in order to deliver these outcomes for the county.



Pillar 1: Sustain Norfolk Constabulary

- Maintaining an effective and efficient policing service
- Continue to invest in and support officer and all police staff's health and wellbeing
- Equipping all the workforce with modern and innovative tools and technology
- Achieving best value from police and OPCC funding
- Delivering an effective Estate Management Strategy
- Designing policing services to 2030 and beyond
- Continued collaboration with other blue light services

Pillar 2: Visible and Trusted Policing

- Improving public trust and confidence in policing
- Delivering effective neighbourhood policing
- Delivering accessibility through active and focused engagement in our communities
- Delivery of a responsive and modern first contact to calls for service
- Raise the profile and public awareness of the role of the PCC/OPCCN
- Active promotion of national and local campaigns across the county

Pillar 3: Tackling Crime

- Promote a co-ordinated county wide response to Violence Against Women and Girls (VAWG) to tackle high harm behaviours/criminality with a focus on domestic abuse, rape and serious sexual offences
- Being effective in tackling serious and organised crime (including fraud and cyber-crime affecting Norfolk)
- Delivering an effective response to the county lines threat affecting Norfolk's communities and the vulnerable
- Work in partnership to tackle agricultural crimes (such as hare coursing, farm machinery theft and livestock worrying)

Pillar 4: Prevent Offending

- Develop and deliver effective diversionary schemes for offenders (high harm and volume)
- Work in partnership to safeguard vulnerable adults and children
- Work in partnership to ensure offenders are managed effectively in the community
- Reduce the revolving door of crime by putting in place the support needed to reduce re-offending
- Strengthen early intervention and preventative approaches to crime in the county and reduce first time entrants into criminal justice

Pillar 5: Support Victims

- Improving the provision of entitlements set out in the Victims' Code of Practice
- Deliver high quality investigations to support the right outcomes for victims
- Work in partnership to commission effective services that support victims of high harm crime
- Implement and develop the Norfolk integrated Domestic Abuse Service (NiDAS) and review the provision of services for sexual violence victims
- Improving victim's experience of the criminal justice system and raise confidence to report crimes
- Safeguarding vulnerable victims of crime and ASB

Pillar 6: Safer and Stronger Communities

- Supporting road users to be safer on our roads
- Working with partners and communities to prevent crime and harm
- Promote crime prevention initiatives
- Increasing volunteering opportunities within the community to help policing

Policing Landscape and Police and Crime Plan Interoperability

It is important that as your PCC I understand and consider national policing issues when developing my first Police and Crime Plan.

I work closely with the Association of Police and Crime Commissioners (APCC) and monitor and respond to national changes as and when they occur. By working with the APCC I can have an influence on shaping national policy development in a wide range of areas including police funding, crime and criminal justice and contribute to reducing crime, supporting victims and keeping the public safe.

The government issued the National Beating Crime Plan in July 2021 which sets out to achieve fewer victims of crime, peaceful neighbourhoods and a safe country. The delivery of this plan locally relies on Police and Crime Commissioners as they are the bedrock of the local governance system, so it is important that I took account of these national priorities when developing my police and crime plan.

PCCs are responsible for securing an efficient and effective police for their area, setting the police and crime objectives for their area through police and crime plans, setting the force budget and determining the precept; contributing to the national and international policing capabilities set out in the Strategic Policing Requirement; and bringing together community safety and criminal justice partners to make sure local priorities are joined up.

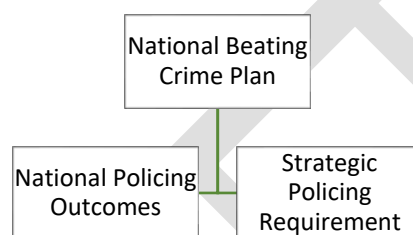
PCCs play a key role in galvanising local partnerships such as Local Criminal Justice Boards (LCJBs) and Community Safety Partnerships (CSPs) to ensure that activity is co-ordinated and that local resources are used efficiently and effectively.

The purpose and vision of the LCJB is to reduce crime, harm and risk by increasing the efficiency and credibility of the Criminal Justice System. By working in partnership, the board aims to improve services to the public with the minimum costs, supported by the best available evidence.

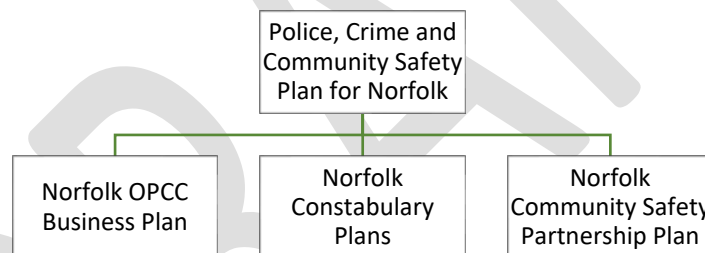
Norfolk and Suffolk Criminal Justice Board is chaired by the Norfolk Police and Crime Commissioner and brings together a number of organisations. These include the Norfolk and Suffolk constabularies, the Police and Crime Commissioner for Norfolk, the Police and Crime Commissioner for Suffolk, East of England Crown Prosecution Service, Her Majesty's Courts and Tribunal Service, Her Majesty's Prison Service, Norfolk and Suffolk Community Rehabilitation Company, the National Probation Service, Youth Offending Teams and Victim Support.

The below illustration shows where the Police and Crime Plan sits in relation to other national and local plans:

National Landscape:



Local Landscape:



National Crime and Policing Outcome Measures

The Home Office has introduced national priorities to achieve significant reductions in crime and restore the public's confidence in the criminal justice system and these have been translated from the priorities set out within the National Beating Crime Plan.

These national priorities are:

- Reduce murder and other homicide
- Reduce serious violence
- Disrupt drugs supply and county lines
- Reduce neighbourhood crime
- Improve satisfaction among victims, with a particular focus on victims of domestic abuse
- Tackle cyber crime

I will monitor Norfolk Constabulary's performance against these national priorities through my public accountability meetings and I will publish a regular performance update on my website under the requirements of the revised Specified Information Order 2021.

The Home Secretary will oversee the progress of these national policing measures through the National Policing Board.

The Strategic Policing Requirement

The Home Secretary uses the Strategic Policing Requirement (SPR) to set out the national threats that the policing service must address by ensuring they have both the capacity and capability to respond. The current SPR was last reviewed in 2015 and prioritises the following areas:

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

Every Police and Crime Plan must have regard to the SPR and as your PCC it is my responsibility to ensure that the Chief Constable can fulfil their force responsibilities for national security and cross-border criminality. The Chief Constable must have regard to both my Police and Crime Plan and the SPR when exercising their functions and I hold them to account for doing so.

We are expecting a revised SPR to be published soon and whilst this plan is in its drafting stages, we will amend with any changes to the SPR priorities before we go to final publication.

Norfolk Community Safety Partnership Plan

The Community Safety Partnership brings together organisations from across Norfolk to tackle crime and disorder, and ensure the county remains a safe place for people to live, work and visit. The members of the Community Safety Partnership represent local councils, policing and fire services, youth offending, health and housing. Norfolk County Council and the Office of Police and Crime Commissioner for Norfolk recognise the opportunity presented by creating a single Community Safety Team to strengthen the support to the Norfolk County Community Safety Partnership and its partner authorities.

The Community Safety Partnership Plan focuses activity on the following themes: building resilient and cohesive communities, reducing the threat of criminal exploitation, tackling neighbourhood crime and safeguarding communities from the harm of abuse and serious violence.

OPCC Business Plan

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) supports and enables the delivery of the Police and Crime Plan, by understanding public priorities and concerns through public engagement, consultation and awareness. The OPCCN works with the PCC in setting priorities with the Constabulary and other partners, providing funding, governance and oversight, and monitoring outcomes and public satisfaction.

The OPCC Business Plan for 2022-24 while not defining all activity undertaken by the OPCCN, the delivery plan will capture the key actions needed to support the delivery of the strategic objectives set out within the six pillars of my Police and Crime Plan.

Norfolk Constabulary Plans

The Constabulary have a number of plans which will identify the key activities they will need to undertake, along with any performance measures that they need to capture to deliver their part of my Police and Crime Plan.

Governance and Accountability

I convene regular meetings both in public and private where I will hold the Chief Constable to account for their leadership of Norfolk Constabulary and the delivery of an efficient and effective police service.

Scrutiny of performance and progress against the delivery of my Police and Crime Plan will be discussed in these meetings and the results will be published on my website along with the production of an annual report setting out my progress and the Constabulary's progress on delivering my plan.

As your PCC, I am your elected representative for ensuring Norfolk has an efficient and effective policing service which is also responsive to the needs of the local community. To ensure I discharge my duties in a transparent and accessible way I have introduced a policy for public questions that can be submitted to me ahead of my public scrutiny meetings with the Chief Constable so that I can put your questions on policing forward.

I will also use other sources of information to assure myself that an efficient and effective police service is being delivered such as Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) inspection reports.

I will also scrutinise the provision of custody detention services for detainees through my Independent Custody Visiting Scheme which is administered through my office and delivered by community volunteers who visit detention centres unannounced to check on the treatment and welfare of detainees in police custody. They play a valuable role in maintaining public confidence in this important area of policing.

I also use volunteers to help me in other areas such as the Independent Advisory Group (IAG) who represent different community backgrounds within the county and give their advice to help ensure we can improve policing services for Norfolk. You can find out more information about my independent custody visiting scheme and the IAG by visiting my website: www.norfolk-pcc.gov.uk.

Following the publication of this Police and Crime Plan, I will publish an update every quarter on my website that sets out the progress made by Norfolk Constabulary on delivering the National Crime and Policing Measures.

One of the most important issues facing policing currently is the public's confidence and trust in the police service. One of my pillars identifies trusted policing as a key area for delivery for this Police and Crime Plan. As part of the PCCs Ethical Checklist I will ensure that I will hold the Chief Constable explicitly to account for promoting ethical behaviour and embedding the College of Policing's Code of Ethics.

And as I hold the Chief Constable to account, I am held to account by the Norfolk Police and Crime Panel which is made up of members of local, district, city/county councillors and independent members who scrutinise, support and challenge the actions and decisions of the PCC. You can find out more about their role by visiting Norfolk County Council website: Police and Crime panel - Norfolk County Council.

Transparency

As your PCC it is important that when I make decisions in order to carry out my role and responsibilities that they are discharged in a transparent and accessible way. All of my decisions are published in line with a decision-making policy and framework and can be viewed on my website: [Decisions | Norfolk PCC \(norfolk-pcc.gov.uk\)](http://Decisions | Norfolk PCC (norfolk-pcc.gov.uk)).

As part of my work as the PCC I am required to publish prescribed information under the Specified Information Order so that the public can be as informed as possible about the work I do and hold me to account.

In May 2021, following the PCC Review Stage 1 the Home Office updated the Specified Information Order as they found that the public cannot always easily access information on how well their force is doing, which is vital if they are to hold PCCs to account. The amendment provides that information relating to the force's performance against the Government's national priorities for policing, HMICFRS performance reports on the force, and complaint handling must now also be published on the PCCs website. Once this police and crime plan is published performance information against the national policing measures will be made available on my website.

PCCs take on national responsibilities, supported by the APCC, to lead on thematic areas of work described as portfolio areas. I am the current APCC portfolio lead for Transparency and Integrity which focuses on police complaints reform, ethics and transparency and involves working closely with the Independent Office for Police Conduct (IOPC). As I have already set out, my Police and Crime Plan is underpinned by police ethical standards and values for which I will hold the Chief Constable to account.

Policing Budget and Precept

It is vital that as your PCC I consider and take account of the current funding pressures faced by policing but also consider longer term spending and future challenges.

Funding for both Norfolk's police service and the work of the PCC comes from grants received from the Home Office, income from fees and charges, and the annual council tax precept that is levied on all households in Norfolk.

I work with other PCCs around the country through the APCC and with my Chief Finance Officer to try to influence police funding to ensure Norfolk Constabulary receives the appropriate level of funding to tackle crime and help keep Norfolk a safe county.

I approve the annual policing budget and precept (council tax) as one of my statutory responsibilities is to determine the amount you pay through your Council Tax. Following consultation with communities and business rate payers, I then present my precept proposals to the county's Police and Crime Panel. Council Tax is collected by District Councils who are also responsible for Council Tax benefit, discounts and exemptions.

I work with the Chief Constable to develop detailed annual budgets and medium-term financial plans to ensure we can Sustain Norfolk Constabulary and deliver on my Police and Crime Plan and I receive regular reports through my governance and scrutiny meetings with the Chief Constable on police spending.

This Police and Crime Plan is set within the context of the Medium-Term Financial Plan (MTFP) 2021/22 to 2024/25. The MTFP and the budget for 2021/22 were endorsed by the Norfolk Police and Crime Panel in February 2021.

The Home Office Grant Settlement for 2021/22 included the continuation of funding for the recruitment of 20,000 additional officers for England and Wales. PCCs were also empowered to increase their Band D precept by up to £15 in 2021/22, without the need to call a local referendum.

The previous PCC took the decision to increase the policing element of council tax for 2021/22 by 5.68%, which is equivalent to an extra £0.29 per week for a household in a Band D property, bringing the amount paid to £278.01.

| | 2021/22 | 2020/21 |
|--------------------------|----------------|----------------|
| Home Office grant | £100.2 (55%) | £94.8m (54%) |
| Council tax | £82.9m (45%) | £79.9m (46%) |
| Total | £183.1m | £174.7m |

While the settlement for Norfolk is relatively positive for 2021/22, it is clear that challenging times are ahead due to the unprecedented levels of fiscal support the government has had to undertake. With the government targets on increasing police officer numbers, any savings would have to be met from a much smaller proportion of our budget that excludes officer pay.

With inflation rising and demands on policing increasing, the funding gap is forecasted to rise to £13.2m by 2024/25; so far, £4.3m of savings have been identified. The table below summarises the current financial position:

| | Budget 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 |
|--|-------------------|---------------------|---------------------|---------------------|
| | £000 | £000 | £000 | £000 |
| Total funding (grant + precept) | (183,056) | (183,187) | (183,187) | (183,545) |
| Net revenue budget before changes and savings | 176,186 | 180,154 | 183,855 | 187,628 |
| Deficit/(surplus) before known changes | (6,870) | (3,033) | 667 | 4,073 |
| | | | | |
| Known/expected changes | 12,618 | 11,716 | 10,973 | 7,319 |
| Planned use of reserves | (1,738) | (2,422) | (1,711) | 1,846 |
| Revenue deficit before savings | 4,010 | 6,261 | 9,930 | 13,248 |
| | | | | |
| Savings | (4,010) | (4,177) | (4,232) | (4,287) |
| Savings to be identified | 0 | (2,084) | (5,698) | (8,961) |
| Revenue deficit/(surplus) after savings | 0 | 0 | 0 | 0 |

At a high level, the table below sets out how the overall budget will be allocated in 2021/22, with forecasts for the years 2024/25:

| Year | PCC | OPCCN | PCC Commissioning | Operational policing | Capital financing | Specific HO Grants | Use of Reserves | Net budget |
|---------|------|-------|----------------------|-------------------------|----------------------|-----------------------|--------------------|---------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| 2021/22 | 95 | 1,155 | 1,546 | 191,583 | 3,942 | (13,527) | (1,739) | 183,056 |
| 2022/23 | 95 | 1,169 | 1,386 | 190,841 | 4,183 | (12,065) | (2,422) | 183,187 |
| 2023/24 | 95 | 1,138 | 1,138 | 190,597 | 4,061 | (12,169) | (1,711) | 183,187 |
| 2024/25 | 95 | 1,056 | 1,056 | 190,974 | 666 | (12,277) | 1,846 | 183,545 |

More financial information, including the full budget report, can be found on my website www.norfolk-pcc.gov.uk. Throughout each financial year, monitoring of the budget, including that allocated to the Chief Constable for operational policing, will take place. Formal reports on spending against the budget will be submitted for scrutiny at public meetings where I hold the Chief Constable to account for the policing service delivered in our county.

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

Commissioning Services and Grant Funding

As your PCC I play a vital role in commissioning services and working in partnership through arranging crime reduction and victim support services for the county.

I do this through the commissioning of services and awarding of grants and the Commissioning Strategy has been developed to ensure crime reduction and victim support services are in place and to support and deliver on the relevant objectives within the pillars of my Police and Crime Plan working alongside the Norfolk Community Safety Partnership Plan.

Under the Code of Practice for Victims of Crime, the PCC is a 'service provider', responsible for commissioning practical and emotional support services for victims of crime in Norfolk. I receive funding from the Ministry of Justice (MoJ) to commission victim support services for Norfolk and this includes a wide range of services such as domestic abuse support services and restorative justice programmes.

The Code of Practice for Victims of Crime is a key part of the Government's strategy to ensure the criminal justice system puts victims first. It outlines what kind of support victims of crime can expect to receive from service providers which, as well as PCCs, include the police, prison service and court service.

As a condition of grant funding from the Ministry of Justice, I am required to set out my commissioning intentions in my police and crime plan and the services that will be provided. These are as follows:

- Norfolk and Suffolk Victim Care
- Restorative Justice Hub
- Domestic Abuse Support through the Norfolk Integrated Domestic Abuse Service
- Support for victims and survivors of sexual abuse through Sue Lambert, the Daisy Programme and 1-2-1 in King's Lynn

The commissioning process is dynamic, and provision/providers could change throughout the lifetime of the plan.

You can find more information around my Commissioning and Grant Funding work on my website: www.norfolk-pcc.gov.uk

Collaboration

Norfolk and Suffolk Constabularies have been successfully collaborated in several areas since 2010 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.

This collaboration between the two forces is one of the most successful in the country.

I meet with Suffolk's Police and Crime Commissioner and the chief constables of both counties to monitor collaborative work between the two forces on a regular basis.

The Policing and Crime Act 2017 placed a statutory duty on police, fire and ambulance services to work together. Norfolk Constabulary has continued to develop its ongoing collaboration with other blue light services, through the work with Norfolk Fire and Rescue Service.

I will continue to monitor this work through my scrutiny meetings with the Chief Constable and in my role as member of the Norfolk Fire and Rescue Authority.

Achieving Equality in Policing

Recent international and national events place even greater emphasis on compliance with the Equality Act 2010, pro-actively protecting people from unlawful discrimination in the criminal justice system, and ensuring that Norfolk's police service is fair for those that work within it, and for communities and individuals that come into contact with it, for whatever reason.

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

- Eliminate discrimination, harassment and victimisation
- Advance equality of opportunity between people who share a relevant protected characteristic and those who do not
- Foster good working relations between such groups.

The Chief Constable is also bound by these duties and has an Equality and Diversity Strategy – setting out clearly how they plan to meet these and the expected outcomes. The core objectives of the strategy are also shared with Suffolk Constabulary to ensure consistency of application and outcomes for those working in and receiving services from joint departments.

The Constabularies new strategy, objectives and outcomes, will facilitate more effective scrutiny and accountability, and enable me to assess the difference they are making to the organisation and communities we all service.

Engagement with the diverse range of communities in our county is an integral part of this, and to support this, I plan to develop the Independent Advisory Group, to become more inclusive and responsive to an extensive range of groups across the county. This will allow for wider participation in the development of police policy and practice and the scrutiny of its effectiveness.

I will monitor the delivery of the Equality and Diversity Strategy through existing governance processes and report annually on progress and outcomes through my annual report.

Police and Crime Commissioner (PCC) for Norfolk's 2022/23 precept consultation

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is asked to consider an overview of the PCC's 2022/23 precept consultation and agree what recommendations (if any) it wishes to make to the PCC.

1. Background

- 1.1 Every year the Police and Crime Commissioner for Norfolk (PCC) is required to set the police budget and determine the amount that local people will pay for policing through their council tax.
- 1.2 The PCC's precept consultation, which will seek the views of Norfolk residents on whether the policing element of their council tax should be increased in 2022/23, is scheduled to run from Tuesday 4th January 2022 to Friday 14th January, with PCC discretion to extend the consultation. The PCC will present his final precept proposal for 2022/23 to this Panel when it meets on 1 February 2022.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider the PCC's approach to public consultation and ask him about the main issues he will be considering before making a final decision on his precept proposal.
- 2.2 The attached report from the Office of the Police and Crime Commissioner (OPCCN) at **Annex 1** describes the PCC's approach to public consultation.
- 2.3 Panel members will be provided with a link to the consultation as soon as it is has been launched.

3. Suggested approach

- 3.1 After the PCC has presented his report, the Panel may wish to question him on the following areas:
 - a) The approach to this year's precept consultation and how the PCC will reach communities across Norfolk.
 - b) The format of his consultation, which in previous years has included a document setting out the financial challenges facing the Constabulary in

the context of the current medium- to long-term financial strategy, and the council tax options being considered.

- c) Progress with delivering savings arising from previous Government austerity programmes, collaboration and local efficiency reviews.
- d) Key considerations arising from the Chancellor's autumn Budget Statement.
- e) The projected budget gap and future efficiencies that would enable the remaining savings to be made.
- f) Current pressures (increasing costs and increasing demands on the Constabulary).
- g) How further potential efficiency savings will be balanced against the risks to service delivery.
- h) The opportunities and challenges this decision presents for delivering the Norfolk Police and Crime Plan 2022-24.
- i) Any implications for partnership working and the PCC's commissioning strategy.

3.2 The PCC will be supported by members of his staff together with the Temporary Chief Constable.

4. Action

4.1 The Panel is asked to consider an overview of the PCC's 2022/23 precept consultation and agree what recommendations (if any) it wishes to make to the PCC.



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

**Office of the Police & Crime Commissioner
Budget Consultation 2022/23**

Summary

The Police and Crime Commissioner (PCC) has a statutory duty to consult Norfolk people on his proposals over whether to raise the amount they pay for policing through their council tax, or precept. This report outlines how the Office of the Police and Crime Commissioner (OPCCN) proposes consulting on the Commissioner's proposals and publishing the results.

1.0 Background

1.1 The Police and Crime Commissioner has a statutory duty to consult Norfolk people on his proposals over whether to raise the amount they pay of policing through their council tax, or precept.

1.2 The PCC's duties are set out in the Police Act 1996, section 96:

Arrangements for obtaining the views of the community on policing

(1) Arrangements shall be made for each police area for obtaining—

(a) the views of people in that area about matters concerning the policing of the area, and

(b) their co-operation with the police in preventing crime in that area.

(2) Except as provided by subsections (3) to (6), arrangements for each police area shall be made by the police authority after consulting the chief constable as to the arrangements that would be appropriate.

(7) A body or person whose duty it is to make arrangements under this section shall review the arrangements so made from time to time.

(8) If it appears to the Secretary of State that arrangements for a police area are not adequate for the purposes set out in subsection (1), he may require the body or person whose duty it is to make arrangements for that area to submit a report to him concerning the arrangements.

(9) After considering a report submitted under subsection (8), the Secretary of State may require the body or person who submitted it to review the arrangements and submit a further report to him concerning them

(10) A body or person whose duty it is to make arrangements shall be under the same duties to consult when reviewing arrangements as when making them.

Amended by Police Reform and Social Responsibility Act 2011,
Section 14:

(1B) Those arrangements must include, in the case of a police area listed in Schedule 1, arrangements for obtaining, before the first precept for a financial year is issued by the police and crime commissioner under section 40 of the Local Government Finance Act 1992, the views of—

- (a) the people in that police area, and
 - (b) the relevant ratepayers' representatives,
- on the proposals of the police and crime commissioner for expenditure (including capital expenditure) in that financial year.

(2) Arrangements under this section are to be made by the local policing body for the police area, after consulting the chief officer of police for that area.

1.3 Consultation guidance

The Consultation Code of Practice 2008 and the minimum consultation time scale of 12 weeks were abolished in 2012. These were replaced with a list of consultation principles adopted in 2016 by Government departments.

Those principles make reference to consultations

- Last for a 'proportionate amount of time'
- Taking into account the nature and impact of the proposal
- Tailoring consultation 'to the needs and preferences of particular groups that may not respond to traditional consultation methods and when consultation spans all or part of a holiday period, considering how this may affect consultation and taking appropriate mitigating action.'

2.0 Consultation Methodology

- 2.1** There is a duty on the PCC to consult with members of the public, ratepayers and community representatives. This can be done in the format the PCC considers appropriate, whilst addressing the principles outlined above.
- 2.2** The planning of the public consultation for the 22/23 precept has once again been significantly affected by the current pandemic. Due to the unprecedented time of a pandemic, there could be an uncertainty of events and timetables for major policy announcements that have implications for police funding and precept requirements.
- 2.3** In developing and conducting the consultation, the OPCCN will have to be responsive to the dynamics of Government guidelines restricting public gatherings numbers and conscious of infection rates fluctuating in Norfolk, which will have an impact on public engagement.
- 2.4** Taking into consideration the dual requirements of conducting fairly and providing adequate time for both the PCC and Police and Crime Panel to consider the results of the consultation, the public consultation for 2022/2023 is scheduled to run from Tuesday 4th January 2022 until Friday 14th January 2022, with PCC discretion to extend the consultation. It is acknowledged that the consultation period will begin on a Tuesday due to the Bank Holiday weekend.
- 2.5** Due to the limited time to engage with residents across Norfolk, the engagement plan will rely on the use of the channels listed in 2.8.
- 2.6** The Commissioner will report the results of the public consultation back to the Police and Crime Panel at its precept meeting on Wednesday 2nd February 2022.
- 2.7** The PCC's consultation will utilise a combination of quantitative and qualitative methods to engage with the following groups...
- Council taxpayers
 - Members of the public
 - Statutory, volunteer and private sector partners
 - Business communities
 - Local Authorities
- 2.8** The OPCCN consultation will include the following channels:
- Launch of the budget consultation will take place on Tuesday 4th January followed by a series of live Q&A sessions in association with Norfolk ALC
 - Online Q&A sessions with the PCC Youth Commission
 - Online Q&A session with IAG
 - Youth Commission social media pages

- Working with Constabulary Engagement Officers and Beat Managers to access district social media pages and 'Nextdoor' accounts
- PCC and Norfolk Constabulary websites
- Norfolk Constabulary Intranet
- Police Connect (messaging service via text)
- PCC's regular news round up
- OPCCN e-mail signatures
- OPCCN partner contacts
- Local, community and parish publications and websites
- Volunteers (including Independent Advisory Group and Independent Custody Visitor network)
- Social media (Twitter, Facebook etc.)
- 'Mainstream media' (Press Release, interviews etc.)
- Norfolk Association of Local Councils
- Elected representatives

Our principles for consulting on-line:

- Consultation should be digitally inclusive and not exclusive.
- Limiting responses to one per url could, potentially, exclude members of same household who use the same computer - a limit could disadvantage people without direct access to a digital device.
- Use of data assurance processes - reading every response to spot any repeats/unusual patterns and noting these in the final consultation report.
- Digitally inclusivity out-weighs the potential risk of fraud.

3. Results of the public consultation

3.1 The full results of the public consultation will be reported as part of the precept paper at the February Police and Crime Panel meeting.

3.2 The consultation results will be published on the OPCCN's web site.

Police and Crime Plan for Norfolk 2016-2021 – 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 2016-2021.
- 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 1: Increase visible policing (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 1 December 2020).
 - b) Priority 4: Prevent offending (the Panel last looked at this priority in detail, as part of the PCC's rolling programme of performance reporting, on 1 December 2020).
- 2.4. In addition to a description of progress against each strategic objective, performance reports from the Office of the Police and Crime Commissioner (OPCCN) now provide the Panel with the latest performance metrics. They also incorporate an update on commissioned services in those areas.

3. Suggested Approach

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

Priority 1: Increase visible policing

- a) Progress being made against the national plan to uplift the number of police officers and how those additional officers will be deployed.
- b) The likely impact of the uplift programme on local budget planning and the PCC's 2022/23 precept proposal.
- c) How the PCC monitors the ongoing impact of police volunteer schemes and any issues arising.
- d) How the PCC is supporting the Constabulary to increase the number of police volunteers.

- e) The extent to which the public has continued to engage with the PCC and with the police, particularly during the Covid-19 pandemic, and the impact that engagement has had on maintaining positive relationships and keeping communities safe.
- f) How the PCC will seek to further improve local communities' confidence in the police.
- g) How the PCC will support the Constabulary to address the fact that a significant proportion of survey respondents did not feel the police understand the issues affecting their local communities.
- h) Whether any new or emerging concerns are being raised by local communities.
- i) Whether Norfolk's communities are less fearful of being a victim of crime.

Priority 4: Prevent offending

- a) How the PCC continues to support a partnership approach to addressing each of the strategic objectives identified in this area and the difference his support is making:
 - tackling all forms of violence and abuse;
 - reducing the number of domestic abuse incidents;
 - tackling anti-social behaviour.
- b) How the PCC continues to support a partnership approach to reducing overall levels of offending and reoffending, by addressing the underlying causes through collaboration and new innovative approaches.
- c) The PCC's contribution to the partnership approach that is seeking to further reduce the number of first-time entrants into the criminal justice.
- d) Whether the number of young adults entering custody and the reoffending rates of young people also continues to fall.
- e) Action being undertaken by the PCC to support the local Criminal Justice System to meet the significant challenges arising from the Covid-19 pandemic.
- f) Action being undertaken by the PCC to ensure that victims and witnesses are being properly supported.
- g) How the PCC is challenging the Constabulary's performance in respect of the rising number of complex and hidden crimes and ensuring that those vulnerable victims are being properly supported.
- h) Any implications arising from OPCCN taking on the Chair of the

4. Action

4.1 The Panel is recommended to:

- 1) Consider the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2021.
- 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 2016-2021 - Performance Monitoring Report

Summary:

This report provides the Panel with an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020.

This plan will continue during 2021 due to the fact that the PCC 2020 elections were delayed because of the Coronavirus pandemic.

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, to enable the PCC to consult, prepare and deliver a new Police and Crime Plan.

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 in these areas:
 - a) Increase visible policing
 - b) Prevent offending
- 3.5 The plan also contains a full set of performance measures and, this information will be reported on an annual basis to the Police and Crime panel through the publication of the PCCs annual report.
- 3.6 Further performance papers will be scheduled throughout the duration of the Police and Crime plan.

4. Increase Visible Policing – Constabulary progress

- 4.1 This section of the paper provides an update on the progress being made in the following areas:
 - Background to the current Neighbourhood Policing model
 - Impact that COVID-19 had on the delivery of visible policing
 - Post-COVID review work on engagement
 - Next steps

CURRENT NEIGHBOURHOOD POLICING MODEL

- 4.2 The current Neighbourhood Policing model was designed as part of forward-looking review to ensure front line policing was efficient and sustainable. At the fore of this review was a commitment to deliver an enhanced local policing framework which would provide increased visibility. The new Neighbourhood Policing model that resulted was implemented in 2018. Alongside this, a new Neighbourhood Policing Strategy was published. This strategy also supports the delivery of the Police and Crime Plan key priority to increase visible policing and included a commitment to deliver community engagement that builds trust and develops a sophisticated understanding of local community needs.
- 4.3 The model has seen the introduction of 49 Safer Neighbourhood Teams, including 100 Beat Managers, 14 Local Policing Neighbourhood Sergeants and

a dedicated county wide Rural Crime Team based within the Community Safety Department. These officers deliver a local policing style, working directly with their communities to listen to their needs, identify problems and to respond to these problems in partnership with community members and other stakeholders.

- 4.4 Up to date information on how to find out who your local officers are can be found on the Constabulary website or by following this link: [Your Area | Norfolk Constabulary](#). By entering your postcode, the website will automatically provide you with the details of your local team and it includes options as to how to send a message to them.
- 4.5 As well as neighbourhood policing there are several additional teams that support the visible engagement work.
- 4.6 The three Operation Moon-shot Teams (a highly visible pro-active team of officers who use Automatic Number Plate Recognition technology and intelligence to target criminals using the roads network, including county lines dealer groups) regularly deploy in key locations across the county policing the main arterial roads.
- 4.7 The Safer School Partnership Officers and the Children & Young People team are instrumental in delivering engagement that is tailored to meet the needs of young people, bringing together the police, communities and young people to develop more positive relationships. The Constabulary also engage with the Youth Advisory Board (YAB) structure to listen and ensure they have a credible effective link into policing to address concerns.
- 4.8 District based Engagement Officers further enhance the engagement work. Their role is to provide tailored communications and updates to local communities. Much of their work is delivered through online and digital media, increasing the visibility of policing through a broad range of platforms to reach a wide spectrum of audiences. The Engagement Officers actively monitor social media to identify community concerns and use these platforms as a means of providing feedback once the police have taken action. They also play an important role in supporting and increasing the number of volunteers involved in policing.
- 4.9 The current neighbourhood-based model also sees a significant contribution from volunteers including Special Constables, Community Speed Watch, Police Cadets, Safer Neighbourhood Action Panel (SNAP) membership, Neighbourhood Watch schemes and Police Support Volunteers, with all these functions contributing to the overall visible policing presence within the community.

IMPACT THAT COVID-19 HAD ON THE DELIVERY OF VISIBLE POLICING

- 4.10 COVID-19 and its restrictions brought a re-think to the traditional methods of community engagement. The Constabulary's aim was to continue to identify methods to provide information and exchange views with the communities of Norfolk.

- 4.11 The neighbourhood teams increased their use of digital platforms including Twitter, Next Door, Police Connect and Facebook. There was a move to online polls and surveys to ensure that local communities could continue to be involved in decisions and solutions about the issues that most concerned them. Several teams established online 'Ask the Officer' events during periods of lockdown. This gave an opportunity to raise concerns and ask questions of the police via a 'live chat' approach.
- 4.12 Safer Neighbourhood Action Panel (SNAP) priority setting meetings continued in all districts throughout the pandemic by moving to online meetings, thereby ensuring that communities could continue to set their own local priorities, ask questions of the police and receive feedback. It was noted that these on-line events increased participation and representation in some areas.
- 4.13 Alongside the additional digital work, the teams continued to use well-established means of communication, such as entries in local Parish and Town newsletters in order to share information around crime and policing.
- 4.14 Locally there was a maintained constant visible presence. Beat Managers and Response Officers continued to patrol their neighbourhoods, responding to community concerns and providing reassurance.

POST-COVID REVIEW WORK ON ENGAGEMENT

- 4.15 With the election of a new Police and Crime Commissioner and the appointment of a new Temporary Chief Constable there have been several early discussions around how efforts and resources around engagement and visibility could be maximised.
- 4.16 Accepting that policing will still need to continue to dependably deal with the serious crime and vulnerability risks which are often not immediately obvious to the wider public (for example domestic violence or child sexual exploitation) the Commissioner and the Chief have committed to ensuring greater support and scrutiny of the approach to engagement and visibility. This is to ensure that the time that can be made available is best utilised.
- 4.17 The Chief Constable has tasked the County Policing Command to review and develop the work with an increased formalisation of efforts to ensure progress can be monitored. As a result of this there have been several key developments.
- 4.18 A new framework to monitor and oversee engagement has been developed to ensure consistency. All Districts are now reviewing their neighbourhood profiles and engagement plans accordingly against the new guidance. There is a focus on identifying and linking with Key Individual Networks (KINS) which is a policing term used to identify significant groups that represent sections of the community. These revised plans will add further formality and structure and make review and development more straightforward.
- 4.19 The County Policing Command has also established a performance monitoring framework around engagement. Progress is now discussed with district leads at the monthly Tasking and Coordinating Meeting as well as at the Deputy Chief Constables Monthly Force Performance Meeting.

- 4.20 An engagement application has been developed for officers' digital devices. This allows the recording of the engagement activity that they undertake. The information recorded supports the scrutiny and oversight process.
- 4.21 Additional management oversight is now taking place around local problem-solving plans to ensure that police are listening and responding to local concerns effectively. The data collected adds to the picture of information which is supplemented by the engagement application and the local perceptions survey work. The result is that a clearer picture on public satisfaction of the police on a range of issues, including visibility, police presence and engagement is regularly reviewed. Alongside this work is the re-establishment of traditional practices.
- 4.22 Neighbourhood Policing Officers are once again attending in person Parish Council meetings and other community meetings and events as required. Pop-up engagement surgeries have returned, alongside Park-Walk-Talk high visibility patrols, with officers spending time in their local communities, talking to residents in areas where there are identified crime and antisocial behaviour related concerns.
- 4.23 SNAP meetings have been re-established as face to face engagements. Now though, there will also be the chance for a wider participation by maintaining the good practice established around an on-line involvement which its clear a proportion of the community prefer.
- 4.24 In order to inform the work various districts have trialled bespoke local initiatives. One example of this is the recent South Norfolk Parishes Beat Manager summer tour. During July and August, the Diss, Harleston and Long Stratton Safer Neighbourhoods Team visited all 52 parishes and villages in their area, providing hour-long drop-in sessions alongside activities such as high visibility foot and mobile patrols, speed enforcement operations and visits to local businesses. Engagement questionnaires were used to seek feedback about community concerns, policing priorities and public satisfaction. The tour was advertised to the local community in advance to encourage their involvement.
- 4.25 The Police and Crime Commissioner and the Chief Constable continue to be active attendees alongside local policing teams at the planned park-walk-talk patrols and 'pop up' events in order that they can experience the impact.

NEXT STEPS

- 4.26 The County Policing Command will review the outcomes of the changes with a focus on further refining how local policing engages with the community.
- 4.27 Managers are tasked locally with maximising engagement time and to ensure that alongside the police organised events beat managers and patrol staff look at how this can be supplemented by being visible at local community events.
- 4.28 Further work is planned to continue the development of the local problem-solving programme, ensuring that our communities and partner agencies

become more involved in identifying local problems and the solutions with greater publicity of the efforts and achievements.

4.29 There are also plans to introduce several new roles to further enhance community messaging;

- Four Digital Engagement Officer posts will be created to ensure a stronger digital footprint across all the districts with better messaging to local residents.
- An Engagement, Diversity and Inclusion Advisor post. This role will have a specific focus on building relationships with diverse and disengaged communities.
- A bespoke Community Policing Team who will deploy to areas where they are most needed, providing visibility and reassurance through the delivery of targeted crime prevention activity.

4.30 Work is now also underway around the development of a new Neighbourhood Policing Strategy, which will be written to support the delivery of the next Police and Crime Plan.

4.31 Further work will be done to refine and develop the officer's engagement application to ensure a greater oversight of the work taking place.

5. Performance Measures – Increase visible policing

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

| COUNTY | | | | |
|---------------------------|---|----------------------------|--------------------|------------|
| Area | Indicator | Last 12 months | Long Term Averages | Difference |
| Increase Visible Policing | Actual Strength: Police Officers | 1,733 | 1,505 | +15.1% |
| | Actual Strength: Police Staff | 1,260 | 1,122 | +12.3% |
| | Actual Strength: Special Constabulary | 179 | 190 | -5.8% |
| | Actual Strength: Police Volunteers | 114 | 129 | -11.6% |
| | Funded Strength: Police Officers | 1,672 | 1,482 | +12.8% |
| | Funded Strength: Police Staff | 1,296 | 1,093 | +18.6% |
| | % of Police Officer Funded Strength available for front line duties* | 90.0% | 89.6% | +0.4% |
| | % of people who agree that they have confidence in police (CSEW)** | Data Currently Unavailable | | |
| | % of people who agree that police deal with community priorities (CSEW)** | | | |

The date range for the Last 12 Months was 01/09/2020 – 31/08/2021. The date range for the Long-Term Average was 01/09/2017 – 31/08/2020.

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

**Due to methodology and output changes in light of Covid-19, there have been no police force level CSEW confidence data releases since March 2020. The interim telephone survey methodology does not generate sufficient sample sizes to provide an assessment at police

force level, and prevents some questions being asked that would ordinarily have featured in the face to face interviews. There is currently no indication as to when, how or if the previous survey format will be reintroduced, but it is likely that this data will not be produced or accessible for the foreseeable future. SBOS regularly check for further updates and this document will be updated as and when such updates are provided.

- 5.2 In September 2019 the Home Office announced a national plan to increase police officers' numbers by 20,000 over three years. The uplift posts would be in addition to the normal recruitment plans required to manage turnover of staff as officers left or retired. A national formula was then developed around the current model used to distribute the police grant with the expectation being that this would ensure the growth in officers was proportionate to the needs of the relevant policing area.
- 5.3 A baseline figure of 1,677 officers was set with the Home Office in order to track the progress of the uplift programme in Norfolk. For the first year the Constabulary was allocated 67 additional officer posts. A joint Norfolk and Suffolk Uplift Board was established to manage the recruitment plans across the three years.
- 5.4 Special Constabulary recruitment is now active again with plans drawn up for 2021/22 and 2022/23. There continues to be a significant number of Special Constables joining the regulars. Police Support Volunteer recruitment is also now active again.

Community Engagement and confidence in Policing

- 5.5 In light of the impact of Covid-19 on the Crime Survey of England and Wales, and until the ONS are able to be able to publish confidence data at police force level, we remain unable to comment on Norfolk's position. Whilst overall confidence locally had been in line with national trends prior to the onset of Covid-19 (a general decline) policing has moved on with changes in society and so previous data is unlikely to reflect the context and challenges of policing more recently.

Public Perceptions Survey

- 5.6 The Norfolk public perception survey is a telephone-based survey which continued throughout the pandemic, giving us a consistent quarterly insight into the views of the local community throughout changes in society.
- 5.7 The survey is now into its second full year and is generating rich insight into the perceptions of the public on several key policing and personal safety matters. The data is available at county and district level, identifying local trends that indicate either areas to improve or where best practice could be shared. 150 surveys per district are conducted each quarter, seeking views on:
- Feelings of safety
 - Police visibility and presence

- Perceptions of crime and ASB
- Police engagement with local communities
- Experiences of victims of crime
- Dynamic issues that are particularly relevant at any one time (for instance, the introduction of body worn videos).

5.8 The question sets reflect similar surveys that were previously successfully implemented in other force areas and the results will be incorporated into the CPC neighbourhood policing strategy to help guide and inform tactical work to maintain the positive outcomes and focus on the areas for improvement. A CPC action plan has been developed to ensure the findings of the survey are addressed effectively, with particular focus on communication opportunities both internally and externally, improving our engagement with the public, and influencing the work of our engagement officers.

5.9 Headlines from the last public perceptions quarterly data (12 months ending June 2021) are below, with a comparison against the previous 12-month period (12 months ending June 2020). These figures are based on 4200 surveys which were conducted over this period, 600 per district.

- 88% of respondents think police are doing a good or excellent job- consistent with the previous reporting period.
- 84% of respondents indicated they had confidence in the police in their local area- consistent with the previous reporting period.
- 85% of respondents indicated they were confident they would get a good service if they reported a crime or incident- consistent with the previous reporting period.
- 92% of respondents felt the police would treat them with fairly and with respect- consistent with the previous reporting period.
- 99% of respondents felt safe in the local hours during daylight hours. This drops to 76% after dark- consistent with the previous reporting period.
- 68% of respondents felt police understood the issues affecting their community- consistent with the previous reporting period.

6. Commissioned Services update – Prevent Offending

WONDER+ Programme

- 6.1 The WONDER+ service is a Whole System Approach (WSA) to rehabilitating female offenders and supporting women at risk of offending. This service is diversionary in approach (whereby women given a conditional caution or other women who voluntarily self-refer to the scheme) and a targeted intervention for qualifying female offenders, and women at risk of entering the Criminal Justice System (CJS). This service utilises several diversionary points including (but not exclusively) Community Policing, Police Custody, District Council based multi-agency early help hubs, victim's services, health services and other help and support networks for vulnerable women.
- 6.2 The outcome is the delivery of a community based holistic system of gender specific assessment, referral and support to meet the complex needs of this vulnerable client group.
- 6.3 The service targets all women residing in Norfolk who meet the following criteria:
- Aged 18 years or over and residing in the Norfolk local authority area, or of no fixed abode, presenting in Norfolk and:
 - Detention or attendance by appointment at Police Investigation Centres (PICs) in Wymondham, Kings Lynn, Aylsham, Great Yarmouth and Bury St Edmunds, or
 - Engaging with Operational Policing Teams and/or agencies based in Early Help Hubs across the county, or
 - In receipt of support from another statutory or voluntary agency but requiring more specialist support in relation to offending behaviour or engagement with the criminal justice system.
- 6.4 Since April 2021 the service has been funded differently with significant contribution coming from Public Health England via Project ADDER. Project ADDER (Addiction, Diversion, Disruption, Enforcement, Recovery) is a three-year pilot funded by the Home Office and managed by Public Health. The project is aimed at reducing drug related deaths and moving individuals away from drug addiction. By using a new, system-wide approach, multi-agency partners will work closely together and form two multi-disciplinary teams (MDT) that support Adults (25+) and Young People (under 25). As result of the above, 75% of the funding for Wonder Plus comes via a combination of funding from Public Health England and the Office of the Police and Crime Commissioner for Norfolk (OPCCN). The remain 25% is funded by St Giles Trust.
- 6.5 In the first quarter of 2021, 48 referrals were received and 13 from Adder, a total of 61. Across the period there were 379 one to one contacts with the women and 352 remote contacts and the outcome data shows there were

several consistent positive changes for the women. The key outcomes that were consistently noted were:

- Women reporting improved access to medication or medical interventions
- Women reporting that they are better able to access specialist services
- Women reporting (and Link Workers observing) a reduction in vulnerability to Domestic Abuse, Rape or any other type of abuse
- Women reporting an improved financial situation
- Further to the above, women reporting that they had successfully reduced and/or cleared debts
- Women reporting improved family relationships

Women in the Criminal Justice System Strategy Group

- 6.6 Norfolk's Women Offender Steering Group was established in 2018 to deliver the government's strategic objectives for female offenders. Published June 2018, the Female Offender Strategy sets out the government's intentions including a commitment to a new programme of work for female offenders, driven by three priorities: earlier intervention, an emphasis on community-based solutions, and an aim to make custody as effective and decent as possible for those women who do have to be there.
- 6.7 This female offender strategy also sets out governments framework for taking this forward: it is only through effective partnerships, at national and local level, that progress can really happen. In particular, the role of third sector partners, such as women's centres and working with local statutory bodies.
- 6.8 The Steering Group has supported the development of female offender policy, through the Women Offenders of Norfolk Diversion, Engagement and Rehabilitation (WONDER+) scheme. Please see above.
- 6.9 In 2020, the Steering Group acknowledged the need for refresh and the development of a Countywide Strategy Group to further progress governments strategic objectives.
- 6.10 Through the expertise and knowledge of its new members, the Strategy Group will continue to provide valuable advice and challenge to help shape local pathways for female offenders and to the aims of the National Female Offender Concordat.
- 6.11 The Strategy Group brings together criminal justice agencies and key stakeholders to provide expert advice and challenge.
- 6.12 The Strategy Group is co- chaired by the OPCCN's, Head of Prevention and Rehabilitation and the Eastern Region, National Probation Service's, Strategic Lead for Women, with the vision to see:
- fewer women coming into the criminal justice system;
 - fewer women in custody, especially on short-term sentences, and a greater proportion of women managed in the community successfully;
 - improved provision of through the gate services for those in custody.

6.13 Progress to date includes:

- The strategy group has identified some generic issues about existing reporting mechanisms, including data gaps and therefore commissioned Get the Data to develop and populate in partnership a localised framework. This data will be invaluable in informing future commissioning intentions. Get the Data provides Social Impact Analytics to enable organisations to demonstrate their impact on society. Their approach to measurement and evaluation is underpinned by robust methods, rigorous analyses, and data collection.
- The strategy group applied to and was successful in their application to the National Probation Service to provide secretariat resource to the group to enable the Chairs to lead on the strategic content of the meetings and set the pace for delivery outcomes. A total of £5,538.90 was awarded to St Giles Trust to provide the Secretariat role, (a woman with lived experience of the criminal justice system). St Giles Trust will be contributing a further £4,461.1 to allow for longevity of the post holder. St Giles Trust has built up a wealth of knowledge and expertise over 50 years which enables them to support over 20,000 Service Users (SUs) each year with housing, employment, health and family issues. As an organisation St Giles Trust have gained all-round expertise and knowledge of working with and supporting vulnerable adults.
- The strategy group applied to and was successful in their application to the National Probation Service to provide becoming trauma informed training to group members and strategic organisational leads. The training was delivered by One Small thing and supports wider County aspirations.

Pathway Out

- 6.14 The Pathway Out project is new and jointly funded by the Department for Work and Pensions (DWP) East Anglia, Norfolk Public Health England (PHE) and Norfolk's PCC (in kind contribution), with a view to maximising the training and employment opportunities available to participants on the Pathway Out project.
- 6.15 The project will run over two financial years (April 2021 to March 2023) and is subject to an external evaluation, to be undertaken by the Home Office.
- 6.16 St Giles Trust has implemented the Support Worker role of the Pathway Out project for qualifying adult male and female offenders, and those at risk of entering the Criminal Justice System (CJS).
- 6.17 St Giles Trust works in partnership with the DWP East Anglia, to deliver community-based provision to 'work ready' consenting participants, agreed as suitable by a multi-agency case conference, referred by the DWP Work Coach assigned to the wider Adder (Addiction, Diversion, Disruption, Enforcement, Recovery) programme.
- 6.18 ADDER is a whole system approach to tackling drug misuse in select locations worst affected by drug misuse, alongside national activity to disrupt the middle market supply of drugs.

- 6.19 The aim of the Pathway Out project is to provide positive educational experiences, training and employment opportunities and support to de-incentivise participation in illicit drug activity and offer alternative economic futures for eligible participants.
- 6.20 Participants are eligible to join the scheme if they are aged at least 18 years and live in the Greater Norwich Area or are of no fixed abode.
- 6.21 Since going live in August 2021 until the end of September 2021, Pathway Out has received nine referrals to the project.

Foundations

- 6.22 Foundations is a two-year pilot project developed to provide housing to people leaving prison, offering integrated, intensive, holistic one-to-one support to address complex needs and reduce re-offending.
- 6.23 Initially funded by the OPCCN for 12-months, the National Probation Service (NPS) has agreed to match-fund to extend the pilot to two years. Key partners include: St. Martins, the operational lead providing day-to-day support to the clients; Norwich City Council who financed the initial purchase of properties, Broadland Housing, the landlord; HMP Norwich and the National Probation Service who are the key referral route into the project and provide joint-working opportunities for high-risk clients.
- 6.24 Foundations currently has the capacity to support 15 clients at any one time. Ten will be provided with furnished, one-bedroom properties on an 'Introductory Tenancy' basis, which will transfer to an 'Assured Shorthold Tenancy' after twelve months thereby ensuring long-term housing for clients.
- 6.25 St. Martins support will continue for as long as the client needs it to achieve their goals and sustain independent living. The remaining five clients are those identified as potentially benefitting from the scheme but needing further assessment and support to ensure they are willing to engage long-term to address their complex needs.
- 6.26 Desired Outcomes of the project include:
- Increase client access to, and engagement with, specialist services to address their needs
 - Empower clients to identify and achieve their personal goals
 - Resettle clients into their local communities upon release
 - Reduce recidivism and the risk of re-offending.
- 6.27 As at the end of August 2021, Foundations had eight clients in service.

Positive Futures

- 6.28 Positive Futures is a new two-year pilot programme developed in partnership with Norfolk County Council, Norwich City Community Sports Foundation and the Office of the Police and Crime Commissioner for Norfolk (OPCCN).
- 6.29 Two strands to the programme “Protect” and “Prepare” have been developed and provide interventions for young people across Norfolk. Protect is a targeted intervention focussing on those areas and demographic groups at the greatest risk of harm, young people in school years 7,8,9. The Prepare strand helps to address the unprecedented rise in demand for mental health services from young people.
- 6.30 In December 2020 the UK entered another period of lockdown resulting in all secondary schools closing, the residential and face to face element of the programme being cancelled and pupils reverting to remote learning. NCCSF developed in partnership a bespoke programme amalgamating Protect and Prepare project content and objectives to support children during the period December 2020 – 31st March 2021.
- 6.31 Bespoke Programme - Outcomes
- 270 Children participated in the Positive Futures bespoke programme
 - 53% Average attendance per session during lockdown
 - 55% Children that completed all quizzes
 - 65% Average score across all five themed quizzes for pupils attending live sessions
 - 92% Improved knowledge of county lines and exploitation
 - 30% Average Increase in knowledge of county lines and exploitation
 - 82% Pupils average score for county lines quiz
 - 90% Improved knowledge of drugs, effects and dangers
 - 72% Improvement in ability to find mental health coping mechanisms
 - 70% Improved confidence regarding mental health and ability to talk to others about it
 - 55% Children improved knowledge to help and support others re’ cyberbullying
 - 85% Children felt now able to talk to family, teachers or PF officers about their own issues
 - 80% Children felt better equipped to deal with social issues outside of school
 - 84% Children who wanted to see more of the Positive Futures Programme in school curriculum
- 6.32 The postponement of residential provision led to a programme underspend. Therefore, an alternative pilot project known as “Transitions” has been developed in partnership with all programme funders contributing.
- 6.33 The Transitions programme commenced in April 2021, delivering programme activities to two Year 6 cohorts in two schools (120 children) which feed into Open Academy. Transitions focuses on increasing attainment, positive

behaviours and physical/mental wellbeing to aid a positive transition from primary to secondary school.

6.34 The 12-week Positive Futures interventions will continue to operate until 31st December 2022.

6.35 The OPCCN's total contract value £25,000 remains unchanged.

Children Affected by Adult Imprisonment

6.36 The OPCCN is conducting a piece of primary research on the impact on children of parental imprisonment. Research shows that parental imprisonment is a major adverse childhood experience and there is a strong statistical relationship between children with a parent that has been in custody and their likelihood of offending.

6.37 Based on the findings of the research, the OPCCN will commission evidence based best practice interventions in support of the Police and Crime Plan objective intervening early to break the cycle of offending.

Strategic Needs Assessment: Offending Prevention and Management

6.38 The OPCCN has commissioned a provider to conduct an assessment to provide a robust and authoritative evidence base for PCC/OPCCN commissioning intentions, future system-based work, and policies and strategies around offending prevention and management.

6.39 The assessment will...

- assess current and future needs of offending prevention and management across Norfolk, focusing on the wider system impact and demand.
- map, accessibility and analyse gaps in offending prevention and management services across Norfolk
- carry out an evidence-based options appraisal for improving current and future systems approaches to offending and re-offending.

6.40 The assessment will be published in January 2022.

7. Prevent Offending – Constabulary progress

7.1 This report provides the Police and Crime Commissioner with an update around the ongoing work on the modernisation of the out of court disposal process for criminal and anti-social matters.

7.2 This part of the paper is divided into three sections;

- Background – Providing a summary of the work to date and the emerging focus on the National Police Chiefs Council (NPCC) two tier out of court

disposal strategy & approach. Also included here are the expected benefits of making the change.

- Phase 1 – Implementation Norfolk - How Norfolk will prepare for the new approach with a pilot in Great Yarmouth. This section also sets out how the pilot will be monitored and evaluated and then used to support phased roll out across the wider county.
- Phase 2 – Full implementation across Norfolk - The expected timeframe for the full implementation of the change across the county.

BACKGROUND

- 7.3 Out of court disposals currently are a range of methods that can be used to deal with a typically low-level low-risk crime committed predominantly by first time offenders without having to refer the matter to a court. They cover a collection of outcomes including simple cautions through to penalty notices which impose a fine. The intention has always been to ensure the approach is straightforward, swift and proportionate and is a scheme that the public would have faith in. Over considerable time the landscape around these disposals has been complicated with additional outcomes and schemes being added.
- 7.4 The current adult out of court disposal framework contains six different outcomes. These being;
- Simple Cautions
 - Conditional Cautions
 - Community Resolutions
 - Penalty Notices for Disorder
 - Cannabis Cautions
 - KHAT (Stimulant Drug) Warnings
- 7.5 Over the years government and strategic police leads have made several interventions to improve processes.
- 7.6 In 2013 a Government review was commissioned around the use of simple police cautions. A simple caution is a non-statutory, non-conviction outcome for an offender. The intention of the review was to consider how they were being used and for what type of offending. The outcome was a recommended removal of the simple caution for those crimes that would normally be heard in crown court as well as setting out that they should not be an option for persons caught re-offending. This advice was issued to all forces.
- 7.7 In 2014 a national pilot was established to look at implementing just two of the elements of out of court disposal, namely community resolutions and conditional cautions in three UK policing areas.
- 7.8 A community resolution is used for low level matters where the offender accepts responsibility and where it is likely the victim has agreed that they do not want a more formal outcome. It is believed that by making offenders take

responsibility to confront their behaviour and its impact, there is a reduction in the likelihood of reoffending. Resolutions can include such outcomes as the offender being advised on their conduct, the offender writing an apology letter or taking part in some form of reparation. It is anticipated that this type of outcome will be considered around cases of minor criminal damage, anti-social behaviour, small value theft and minor assaults without injury.

7.9 A conditional caution is a statutory outcome to the result of a crime investigation and will include stipulations on the offender. These requirements could focus on rehabilitative treatment for the offender or set out directions around how they can make good on their behaviour or actions. Rehabilitation could include such things as attendance at a treatment course, the reparative element could ensure an apology to the victim or the payment of compensation. Failure by an offender to comply with the conditions imposed could lead to the submission of a case file for the original matter to be dealt with in court.

7.10 The aim of the national pilot was to assess whether;

- The victim found the simpler approach easier to understand and that by supporting this they benefited owing to the reduced stress of a less formal process than court.
- Practitioners could confirm the processes were straightforward and efficient to implement.
- Offenders were engaged and complied with the requirements of the conditions.
- Re-offending rates reduced.

7.11 An Evaluation of the pilot took place and showed that out of court disposals were a better outcome for victims who seek help but do not wish to support court action. Equally outcomes for perpetrators were improved as they worked to deal with the 'root cause' of their issues and prevent reoffending. In addition, the participating Constabularies showed a demand reduction (through reduced re-offending) and an increase in the number of recorded positive outcomes to crime investigations.

7.12 The review also noted some additional benefits including;

- A reported increase in victim engagement and their satisfaction with the process.
- Quicker resolution times for dealing with the matter which would benefit the victim, the police and the offender.
- Compensation being paid directly to the victim in full omitting the bureaucracy of having to redress this through court proceedings.
- The ability to craft bespoke formal interventions that addressed the issues around the offender.

- An efficiency gain for the police, officers spent less time dealing with custody processes and less time in the station building formal court files meaning less time away from their patrol areas.

7.13 Following the pilot several other forces adopted the approach.

7.14 In 2017 the National Police Chiefs Council developed and published a national strategy for charging and out of court disposals. The new work acknowledged that vulnerability to crime could not simply be addressed through prosecution and that other factors needed to be considered such as;

- Victim satisfaction.
- Quick and effective resolution.
- Early intervention to prevent re-offending.
- Front end decision making in order to ensure efficiency.
- Addressing complex issues around offending behaviour.

7.15 The strategy acknowledged that out of court disposals allowed the police to deal quickly and proportionately with low-level, often first-time offending which could be resolved more appropriately without a formal court appearance. The document also advocated moving to a two-tier approach focusing on conditional cautions and community resolutions. The rationale was that this would provide national consistency and help streamline processes.

7.16 At the time with no legislation and no movement of funding to assist in preparation it was agreed that all forces would work at their own pace to plan for an implementation of the change by 2025.

PHASE 1 IMPLEMENTATION – NORFOLK

7.17 Norfolk and Suffolk Constabularies started their planning of this change almost two years ago, but this was paused during COVID. The rationale for the stop was that the new approach advocated greater victim / offender contact and interaction meaning matters would not be able to be resolved easily and effectively owing to the national COVID lockdowns. This resulted in a concern that a backlog of low-level matters would accumulate with no foreseeable way of processing the issues, negatively affecting victim confidence as well as meaning that simple matters could take a disproportionate amount of time to address.

7.18 With a return to normal working conditions the Government is therefore seeking to formalise the next steps. The Police, Crime, Sentencing and Courts Bill, expected mid-2022, will make statutory changes to the options police forces have for dealing with crime outside of court and will mandate the Two Tier out of court disposal framework nationally to all police forces.

7.19 The Norfolk and Suffolk Constabulary Joint Justice Services Command is currently developing plans to ensure the two-tier out of court disposals process can be effectively rolled out across both counties.

7.20 A project plan has been developed with the Head of Joint Justice reporting progress to chief officers.

- 7.21 Roll out will be phased with an initial pilot site in each county. In Norfolk the Great Yarmouth area will run the initial scheme to establish how the new mechanisms will be utilised and establish what works and any learning prior to wider adoption across the whole of Norfolk.
- 7.22 A working group was established with officers from Great Yarmouth attending, ensuring practitioners who will work operationally with the change have had the chance to contribute to the preparations.
- 7.23 Part of the planning has included an awareness training programme for front line staff delivered across Microsoft Teams. This training was aimed at ensuring practitioners understood how and when to use the new products.
- 7.24 The Great Yarmouth area pilot commenced on 13 September 2021 and will initially run for 6 months with ongoing evaluation already factored in.
- 7.25 Alongside the training, Joint Justice Services have established two further support mechanisms. The first is the creation of a new Offender Diversion Team. The team consisting of a sergeant and three conditional caution case workers will monitor and oversee the process. Their work will include;
- Providing advice to officers where needed on suitable disposal options and conditions for conditional caution or community resolution.
 - Making referrals for interventions based on the conditions imposed on the offenders.
 - Keeping in contact with partner agencies and victims to monitor compliance.
 - Making decisions on how offenders will be dealt with who fail to comply with the conditions set (They will consult the victim as part of this process).
 - Upgrading case files for prosecution where applicable
- 7.26 Secondly, Norfolk Constabulary has ensured officers considering intervention packages for offenders through conditional cautioning have access to a series of on-line products as part of an Interventions Hub. The Hub provided by the private company Red Snapper Group already has experience supporting forces who have implemented the two-tier approach and evaluations have demonstrated that these interventions are a cost-effective way of delivering meaningful change in offender behaviours.
- 7.27 The Hub will provide interventions for offenders for issues such as shoplifting and drug taking. It will monitor the offender as they make their way through the learning packages and the various engagements. It can provide information to the Offender Diversion Team such as the time committed to learning as well as capturing through survey what the offender is reflecting on. The offender will

have to complete the course of learning as part of the conditional caution arrangements.

- 7.28 The packages already in use have been well researched and utilised in other force areas with positive results. Over time additional packages will be developed and added to the options and Norfolk will have the chance to influence these developments.
- 7.29 Costs have been shared with Suffolk Constabulary for an Initial 1-year period totalling £26,500 with unlimited interventions available.
- 7.30 During the initial phase the use of out of court disposals will be closely monitored. Joint Justice Services performance monitoring will oversee several measures including;
- Evaluating the ease of use of the process for officers and the Offender Diversion Team. This will include evaluating the effectiveness of the training provided as well as officer understanding of the process.
 - Victim Satisfaction surveys will be completed with all victims which will include satisfaction ratings of the disposal methods used alongside how they felt the matter was communicated to them.
 - Condition Breach Rates will be evaluated to see if breaches are associated with the types of crimes committed, whether its offender demographics or are some conditions more likely to be breached than others?
 - Reoffending rates will be evaluated 6 months after the start of Phase 1 and following that at regular intervals.
 - Offender Surveys will be completed to obtain additional information around how the approach affected them to see whether there is learning around how the method is implemented.
 - Scrutiny Panels will evaluate the correct usage of out of court disposals and must be established in all Police Force Areas. Norfolk's Scrutiny Panel is made up of representatives of Police, Magistrates, Probation, Youth Offending Team, Criminal Prosecution Service and the Office for the Police & Crime Commissioner.
- 7.31 Learning from this initial phase will support future training and ensure there are adequate processes, support and diversion activities available ahead of a full roll in both forces.

PHASE 2 – FULL IMPLEMENTATION

7.32 Following the results of the evaluation and any subsequent learning around the methodology and process phase 2 will see the roll-out of the system to the whole of Norfolk with an expectation that it will be countywide by 1 April 2023.

8. Performance Measures – Prevent Offending

8.1 The following tables outlines the performance metrics for 2016-2021 both at county level and at district level:

| COUNTY | | | | |
|--|--|----------------------------|---------------------------|------------|
| Prevent Offending and Rehabilitating Offenders | Indicator | Last 12 months | Long Term Averages (3yrs) | Difference |
| | Number of Child Sexual Abuse Crimes (CSA) | 1,585 | 1,583 | 0.1% |
| | *Number of Personal Property Crimes | 9,547* | 11,752 | -18.8% |
| | Number of Hate Crimes | 1,396 | 1,192 | 17.1% |
| | Serious Sexual Offence Crimes (SSO) | 2,217 | 2,122 | 4.5% |
| | Number of Domestic Abuse Crimes (DA) | 13,878 | 11,390 | 21.8% |
| | Number of Online Crimes | 3,081 | 1,898 | 62.3% |
| | Number of Robbery Crimes | 317 | 427 | -25.8% |
| | Number of Violence with Injury Crimes | 7,362 | 7,107 | 3.6% |
| | Number of Rural Crimes | 445 | 473 | -5.9% |
| | Number of first-time entrants to the criminal justice system per 100,000 10-17-year olds** | Data Currently Unavailable | | |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

*Personal property crimes include the following crime types:

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

** There are currently delays in accessing and reporting on FTE data. This is because the data is collated nationally by the Ministry of Justice, which has been unable to run the queries and provide the data due to changing priorities since the start of the Covid-19 pandemic. There is currently no indication as to when, how or if the production of this data will resume in the future. SBOS check regularly with partners within the County Council for further updates.

| KING'S LYNN & WEST NORFOLK | | | | |
|--|--|---------------------------------------|---------------------------|------------|
| Prevent Offending and Rehabilitating Offenders | Indicator | Last 12 months | Long Term Averages (3yrs) | Difference |
| | Number of Child Sexual Abuse Crimes (CSA) | 215 | 251 | -14.3% |
| | Number of Personal Property Crimes | 1,491 | 1,805 | -17.4% |
| | Number of Hate Crimes | 173 | 145 | 19.3% |
| | Serious Sexual Offence Crimes (SSO) | 287 | 302 | -5.0% |
| | Number of Domestic Abuse Crimes (DA) | 2,127 | 1,728 | 23.1% |
| | Number of Online Crimes | 464 | 296 | 56.8% |
| | Number of Robbery Crimes | 33 | 48 | -31.3% |
| | Number of Violence with Injury Crimes | 1,114 | 1,079 | 3.2% |
| | Number of Rural Crimes | 125 | 125 | 0.0% |
| | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. | | |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

| BRECKLAND | | | | |
|-----------|---|----------------|---------------------------|------------|
| | Indicator | Last 12 months | Long Term Averages (3yrs) | Difference |
| | Number of Child Sexual Abuse Crimes (CSA) | 207 | 231 | -10.4% |
| | Number of Personal Property Crimes | 1,194 | 1,576 | -24.2% |
| | Number of Hate Crimes | 145 | 127 | 14.2% |

| | | | | |
|--|--|---------------------------------------|-------|-------|
| Prevent Offending and Rehabilitating Offenders | Serious Sexual Offence Crimes (SSO) | 319 | 287 | 11.1% |
| | Number of Domestic Abuse Crimes (DA) | 1,886 | 1,484 | 27.1% |
| | Number of Online Crimes | 385 | 253 | 52.2% |
| | Number of Robbery Crimes | 29 | 32 | -9.4% |
| | Number of Violence with Injury Crimes | 1,072 | 945 | 13.4% |
| | Number of Rural Crimes | 94 | 101 | -6.9% |
| | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. | | |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

| NORTH NORFOLK | | | | |
|--|--|---------------------------------------|---------------------------|------------|
| Area | Indicator | Last 12 months | Long Term Averages (3yrs) | Difference |
| Prevent Offending and Rehabilitating Offenders | Number of Child Sexual Abuse Crimes (CSA) | 151 | 162 | -6.8% |
| | Number of Personal Property Crimes | 716 | 824 | -13.1% |
| | Number of Hate Crimes | 112 | 61 | 83.6% |
| | Serious Sexual Offence Crimes (SSO) | 182 | 190 | -4.2% |
| | Number of Domestic Abuse Crimes (DA) | 1,121 | 878 | 27.7% |
| | Number of Online Crimes | 260 | 159 | 63.5% |
| | Number of Robbery Crimes | 10 | 10 | 0.0% |
| | Number of Violence with Injury Crimes | 583 | 513 | 13.6% |
| | Number of Rural Crimes | 69 | 69 | 0.0% |
| | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. | | |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

| SOUTH NORFOLK | | | | |
|--|--|---------------------------------------|---------------------------|------------|
| Prevent Offending and Rehabilitating Offenders | Indicator | Last 12 months | Long Term Averages (3yrs) | Difference |
| | Number of Child Sexual Abuse Crimes (CSA) | 264 | 183 | 44.3% |
| | Number of Personal Property Crimes | 1,006 | 1,259 | -20.1% |
| | Number of Hate Crimes | 133 | 97 | 37.1% |
| | Serious Sexual Offence Crimes (SSO) | 286 | 248 | 15.3% |
| | Number of Domestic Abuse Crimes (DA) | 1,500 | 1,191 | 25.9% |
| | Number of Online Crimes | 434 | 218 | 99.1% |
| | Number of Robbery Crimes | 26 | 23 | 13.0% |
| | Number of Violence with Injury Crimes | 717 | 645 | 11.2% |
| | Number of Rural Crimes | 81 | 88 | -8.0% |
| | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. | | |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

| BROADLAND | | | | |
|-----------|---|----------------|---------------------------|------------|
| | Indicator | Last 12 months | Long Term Averages (3yrs) | Difference |
| | Number of Child Sexual Abuse Crimes (CSA) | 158 | 161 | -1.9% |
| | Number of Personal Property Crimes | 829 | 1,142 | -27.4% |
| | Number of Hate Crimes | 140 | 108 | 29.6% |
| | Serious Sexual Offence Crimes (SSO) | 227 | 206 | 10.2% |

| | | | | |
|--|--|---------------------------------------|-------|--------|
| Prevent Offending and Rehabilitating Offenders | Number of Domestic Abuse Crimes (DA) | 1,305 | 1,125 | 16.0% |
| | Number of Online Crimes | 275 | 184 | 49.5% |
| | Number of Robbery Crimes | 13 | 15 | -13.3% |
| | Number of Violence with Injury Crimes | 689 | 641 | 7.5% |
| | Number of Rural Crimes | 47 | 65 | -27.7% |
| | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. | | |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

| NORWICH | | | | |
|--|--|---------------------------------------|---------------------------|------------|
| Prevent Offending and Rehabilitating Offenders | Indicator | Last 12 months | Long Term Averages (3yrs) | Difference |
| | Number of Child Sexual Abuse Crimes (CSA) | 294 | 308 | -4.5% |
| | Number of Personal Property Crimes | 2,568 | 3,209 | -20.0% |
| | Number of Hate Crimes | 480 | 465 | 3.2% |
| | Serious Sexual Offence Crimes (SSO) | 560 | 548 | 2.2% |
| | Number of Domestic Abuse Crimes (DA) | 3,264 | 2,817 | 15.9% |
| | Number of Online Crimes | 672 | 382 | 75.9% |
| | Number of Robbery Crimes | 134 | 216 | -38.0% |
| | Number of Violence with Injury Crimes | 1,844 | 2,013 | -8.4% |
| | Number of Rural Crimes | 1 | 2 | -50.0% |
| | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. | | |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

| GREAT YARMOUTH | | | | |
|--|--|---------------------------------------|---------------------------|------------|
| Prevent Offending and Rehabilitating Offenders | Indicator | Last 12 months | Long Term Averages (3yrs) | Difference |
| | Number of Child Sexual Abuse Crimes (CSA) | 251 | 248 | 1.2% |
| | Number of Personal Property Crimes | 1,689 | 1,849 | -8.7% |
| | Number of Hate Crimes | 204 | 181 | 12.7% |
| | Serious Sexual Offence Crimes (SSO) | 306 | 294 | 4.1% |
| | Number of Domestic Abuse Crimes (DA) | 2,510 | 2,055 | 22.1% |
| | Number of Online Crimes | 508 | 369 | 37.7% |
| | Number of Robbery Crimes | 71 | 80 | -11.3% |
| | Number of Violence with Injury Crimes | 1,306 | 1,223 | 6.8% |
| | Number of Rural Crimes | 26 | 17 | 52.9% |
| | Number of first-time entrants to the criminal justice system per 100,000 | Data not available at district level. | | |

The date range for the last 12 months was 01/09/2020 – 31/08/2021. The date range for the long-term average was 01/09/2017 – 31/08/2020.

Violence and Vulnerability

- 8.2 With regards to Child Sexual Abuse (CSA), the county is still experiencing an overall slight upward trend (0.1%), in part due to increased reporting of both recent and non-recent offences but mainly due to greater levels of peer-on-peer offending taking place online. Please note, changes to recording practices driven by national requirements mean that these offences are recorded before the precise location within the county is known. The default location is Police Headquarters which accounts for the significant increase in CSA offences recorded in South Norfolk compared to its long-term average (44.3% increase). All the other districts have either recorded decreases or, in the case of Great Yarmouth, a small increase. Upward trends are also replicated county-wide in other areas such as hate crime, crimes of domestic abuse, online crimes, Serious Sexual Offences and Violence with Injury crimes.
- 8.3 The number of recorded domestic abuse crimes has increased by 21.8% in the last 12 months against the long-term average, driven by a combination of

continued improvement in willingness to report and genuine increases in prevalence. The same increasing trend is evident when crime and incident numbers are combined and is in line with national domestic abuse trends. Causal factors are similarly believed to be national, including the possibility that consecutive national lockdowns generated environments in which victims and offenders were in close contact for longer periods of time, resulting in increased opportunities for offending to take place.

- 8.4 Serious Sexual Offences include crimes of rape and other serious sexual offences such as sexual assault, as well as child-on-child offending, reporting of non-recent events and third-party reports. An increase of 4.5% has been recorded in Norfolk over the last 12 months compared to the long-term average.
- 8.5 Robbery has decreased by 25.8% against the long-term average which, again, has been driven partly by the conditions generated by consecutive lockdowns.
- 8.6 Improvements in recording standards continue to influence the 3.6% increase in offences of violence with injury compared to the long-term average. Most offences in this crime category are lower level assaults and this trend has been seen nationally.

Property Crime

- 8.7 This changing face of crime has been well documented within the Norfolk 2020/Horizons work and the Constabulary has allocated greater resources to maintain service levels in these expanding areas. The development of the new investigations model, as evidenced by the imminent opening of a new Investigations Hub at Swaffham will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.
- 8.8 Personal property crimes include the following crime types:
 - Burglary residential dwelling
 - Burglary residential non-dwelling (sheds/garages etc.)
 - Theft from the person
 - Theft from motor vehicle
 - Theft of motor vehicle
 - Criminal Damage
- 8.9 The whole county has experienced a significant decrease in the number of personal property crimes that are being recorded, with an overall decrease of 18.8% compared to the long-term average. There are no instances at district level where there has been an increase against the long-term average in any of the crime types under the personal property crime grouping. It is worth noting Norfolk's decrease is in line with a national decrease in personal property crimes, believed to be due to the changes in the behaviour of both victims and offenders since the Covid-19 pandemic began. Potential victims are now spending significantly more time in their homes and travelling less, resulting in

reduced opportunities for these crimes to take place. With easing of restrictions, it is likely that offending will rise to normal levels again.

- 8.10 Rural crimes figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crimes through its safer neighbourhood teams, and through targeted resources such as Op Randall and Op Moonshot. King's Lynn & West Norfolk, South Norfolk and Great Yarmouth saw the highest number of rural crimes over the last 12 months.
- 8.11 Operation Moonshot continues to go from strength to strength with teams now active across the force area. Their targeted use of intelligence-led targeting of vehicle-borne criminals has been reported before but was recognised in November 2019 with the granting of a 'World Class Policing Award' at a ceremony in central London.
- 8.12 Operation Gravity has been a sustained effort since November 2016 to prevent County Lines drugs offending in Norfolk, although enforcement efforts have stretched far beyond the county boundaries to capture those exporting misery to our county from London or other major cities. Many hundreds of warrants have been executed alongside an equivalent number of search operations on vehicles and suspected offenders on foot in urban areas. The constabulary continually monitors intelligence on county lines groups as they emerge, and officers are tasked to disrupt them before offenders can gain a foothold in Norfolk. Most recently the force has been praised nationally for its work with the Metropolitan Police Service to identify offenders who control dealer lines in Norfolk without themselves being involved in street-level dealing. Tackling this tier of criminals is vital to interrupting the exploitation of vulnerable individuals who are forced into running drugs or harbouring dealers and the lessons learned through our work with the Metropolitan Police Service (MPS) are being embedded locally as well as shared as national best practice.

Youth Offending

- 8.13 Data for first-time entrants (FTE) into the Criminal Justice System has not been available since 2019 due to limitations with the Youth Justice Board and Ministry of Justice data processing capabilities since the onset of Covid-19.
- 8.14 Pre Covid-19, the number of 10-17-year olds entering the criminal justice system was falling. There could be several reasons for this reduction. The use of safer schools' officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. In addition, there are several diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process, including Community Resolution. There is a greater understanding that some children committing crimes have wider vulnerability issues which may be causing the criminality. In these situations, a multi-agency approach through contextual safeguarding at

home, school and in the community is more suitable than the criminal justice route.

- 8.15 The influence of social media and access to the internet can lead to complex situations where children can be victims as well as offenders, e.g. the sending of indecent images via text messages or apps. The Constabulary provides guidance to protect/safeguard children to prevent escalation in risk and harm’.
- 8.16 The introduction of the ‘C4C’ Challenge for Change triage system in 2015 by the Youth Offending Team (YOT) working with the Constabulary targeted the diversion of first-time entrants and has been a key point in securing a reduction in FTEs. C4C triage means that when a young person is arrested by the police their case is reviewed and if assessed by YOT as suitable for an intervention to prevent them entering the criminal justice system they are engaged on the C4C scheme. It is a prevention strand from the YOT which delivers short interventions to divert young people from cautions or court appearances and is an enhanced benefit provided by the Norfolk YOT throughout the county and follows good practice examples promoted by the Youth Justice Board. The intention is to prevent a young person from becoming a first-time offender and potentially reoffending. Prevention programmes are offered to families experiencing difficulties with their children where the YOT can offer support.
- 8.17 A supplementary pilot scheme has also been introduced in the Norwich District with the establishment of a diversion panel involving a YOT manager and a police officer reviewing relevant cases, for example where a youth caution is being considered, to assess whether a diversion option is likely to be more effective or whether a youth caution / conditional caution or court appearance are necessary and appropriate. The emphasis of the diversionary approach is to ensure that young people are not unnecessarily criminalised and to prevent future offending. The YOT, working with the police, are currently reviewing the experience from the pilot scheme with a view to a county wide approach to out of court disposals to further reduce FTE numbers.

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 18 October 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 79 requests for a review since the new legislation had come into effect. Of those, 67 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. Those recommendations were mainly about ensuring compliance with processes.

2.2.4 The Independent Office for Police Conduct (IOPC) public performance data on police complaints has not yet been published but will be included in future briefing reports. It will enable us to compare the number of review requests received by OPCCN, together with its performance in handling them, to the region and the rest of the country.

2.3 Police super-complaints

2.3.1 Six super complaints have been made since the introduction of legislation in November 2018. 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 PCC conduct complaints

2.4.1 As previously reported, the Home Office has indicated that it intends to progress the implementation of new Regulations this year, which will give PCPs greater investigatory powers in relation to PCC conduct complaints. No further information has been made available since our last report. 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.

2.5 Home Office PCC Role Review

2.5.1 Members noted that the Panel (through the Chair and Vice-Chair) and OPCCN had worked closely on responses to the call for evidence for Part 2 of this review, which covered the role of Police and Crime Panels and complaints in addition to other areas. This has enabled us to provide consistent messages from Norfolk and highlight areas of good practice, including this Sub Panel which OPCCN used as a case study.

2.5.2 We understand that the findings of Part 2 of the Review are due to be reported to Ministers in early November 2021.

3. Work programme

3.1 The next Sub Panel meeting is scheduled to take place on 8 December 2021.

4. Action

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



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

Information bulletin – questions arising to the PCC

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 12 November 2021, 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 12 November 2021, 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 |
|---------------------------------|--|
| 20 th September 2021 | Introductory meeting between IOPC Regional Director, Graham Beesley and Norfolk PCC, Giles Orpen-Smellie |
| 20 th September 2021 | APCC Transparency Portfolio Leads Meeting |
| 24 th September 2021 | APCC Interview for the post of Head of Corporate and Business |
| 28 th September 2021 | APCC Local Policing Portfolio - 101 / Contact Management Roundtable |
| 29 th September 2021 | APCC Interview for the post of Head of Corporate and Business |
| 5 th October 2021 | Home Office Part Two of the Police and Crime Commissioner Review |
| 14 th October 2021 | APCC Annual General Meeting (AGM) |
| 14 th October 2021 | Briefing from Policing Minister to all PCCs on SR/Budget |
| 1 st November 2021 | Meeting to discuss IOPC Impact Report 2020-21 with Michael Lockwood |
| 2 nd November 2021 | Introductory Meeting with John Bassett-President of NALQC |
| 3 rd November 2021 | Norfolk and Suffolk Collaboration Panel Meeting |

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|-------------------------------|---|
| 8 th November 2021 | Call with Policing Minister Kit Malthouse |
|-------------------------------|---|

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

Hidden Victim Fund - British Red Cross

Decision 2021-45

The Police and Crime Commissioner for Norfolk approved an extension to the original Grant Decision Notice No 2019/35 to cover the period 1 September 2021 to 21 August 2022.

Human trafficking and modern slavery (HTMS) is a crime affecting every country in the world that forces millions of people into a life of abuse, servitude and inhumane treatment. In 2019 the Office of the Police and Crime Commissioners for Norfolk (OPCCN) identified a gap in provision for a co-ordinated and strategic response to enable statutory, non-statutory, private and third sector organisations to recognise and support victims of trafficking and slavery in Norfolk which would dovetail into the National Referral Mechanism. The OPCCN awarded a grant to the British Red Cross Society to develop and co-ordinate a Norfolk Anti-Slavery Network within Norfolk for all key stakeholders responding to MSHT under the Hidden Victims Fund. This British Red Cross Society is well recognised as an independent organisation and as a safe place. This pilot project sits firmly within British Red Cross Society's anti-trafficking function.

The Grant Agreement terms and conditions and Decision Notice (number 2019-35) were agreed and signed by the Police and Crime Commissioner, Chief Executive Officer and Chief Finance/151 Office. Within this grant agreement was the option to fund the Network for a further year past the original 2-year grant funding period, July 19 to end August 2021, to cover 1st Sept 21 to 21st August 22. There is a need to continue and develop the work of the Norfolk Anti-Slavery Network under the coordination of the British Red Cross, ensuring it supports the work of the key strategic partnerships.

The full decision notice can be read [here](#).

Estates

Sale of Property, King's Lynn

Confidential Decision 2021-34

The PCC approved the decision notice. The report contains bids for property which are still subject to contract.

Sale of Property, Norwich

Confidential Decision 2021-35

The PCC approved the decision notice. The report contains bids for property which are still subject to contract.

Sale of Property, Swaffham

Confidential Decision 2021-36

The PCC approved the decision notice. The report contains bids for property which are still subject to contract.

Police Mast Rent Review - Caister On Sea

Confidential Decision 2021-37

The PCC approved the decision notice. The report contains rental information which is commercial in confidence.

Planned Maintenance and Improvement Works, Thetford

Confidential Decision 2021-38

The PCC approved the decision notice. The report includes commercial in confidence tender price submissions.

Revised Lower Tender Price for Broadland Police Station

Confidential Decision 2021-39

The PCC approved the decision notice. The report contains commercial in confidence financial information relating to the outcomes of a building tender.

Former Police House - Estate Covenants, Trowse

Confidential Decision 2021-40

The PCC approved the decision notice. The report relates to a private property and private address.

Other

SEERPIC Liability Insurance Tender

Confidential Decision 2021-41

The PCC approved the decision notice. The report contains commercial information in respect of the procurement processes run by 7 Forces Commercial Services on behalf of the 10 SEERPIC Forces.

Strategic Needs Assessment

Decision 2021-42

The PCC supported the allocation of funding to the Centre for Public Innovation to allow for the commissioning of this Strategic Needs Assessment, the outcome of which will inform future OPCCN commissioning intentions. The full decision notice can be read [here](#).

Summary of the PCC's activity

Great Yarmouth volunteers needed to spend time behind bars

Having had a taste of post-lockdown freedom over the summer months, residents in one part of Norfolk are being asked to consider voluntarily spending more time locked up this Autumn. Volunteers are needed to visit custody facilities in Great Yarmouth to check on the welfare of those detained by police and the conditions in which they are held.

1 September 2021

Your chance to question Norfolk's Chief Constable

Norfolk residents are invited to pose their questions to the county's Chief Constable as Police and Crime Commissioner (PCC) Giles Orpen-Smellie prepares to hold the second of his new accountability meetings with senior officers.

21 September 2021

Delayed Publication of Audited 2020/21 Statement of Accounts

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 Constabulary's financial performance and financial position. The external audit of Norfolk PCC's and Norfolk's Chief Constable's accounts for 2020/21 has been delayed.

23 September 2021

Over £400,000 secured to tackle violence against women and girls in Norfolk

Work to make Norfolk safer for women and girls has been given a funding boost, with more than £400,000 coming into the county thanks to a successful bid for government funding.

5 October 2021

Survey launched to help prevent re-offending in Norfolk

Organisations across Norfolk are being encouraged to take part in a survey to help understand how well offenders are supported in the county to identify any gaps in services and prevent re-offending.

20 October 2021

PCC poses your questions to Norfolk's Chief Constable

Questions posed by people from across Norfolk were raised with the county's temporary Chief Constable at Norfolk's Police and Crime Commissioner's latest accountability meeting this week.

22 October 2021

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

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: 20 October 2021 | |
|--|--|
| 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: 'Increase Visible Policing | <p>Norfolk Constabulary has always looked to ensure that a local visible and engaging policing style is at the heart of the service delivered. This paper is produced to update the Police and Crime Commissioner around the on-going developments in this area.</p> <p>This paper will set out the:</p> <ul style="list-style-type: none"> • Background to the current Neighbourhood Policing model. • Impact that COVID-19 had on the delivery of visible policing. • Post-COVID review work on engagement. • Next steps. <p>Recommendation The PCC is asked to note the report.</p> |
| Police and Crime Plan Theme: 'Prevent Offending | This report provides the Police and Crime Commissioner with an update around the ongoing work on the modernisation of the out of court |

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| | <p>disposal process for criminal and anti-social matters. It will provide a summary of the work to date around the move to a two-tier model with a focus on community resolution and conditional caution. There is an outline of the pilot of the new model which has commenced in the Great Yarmouth area and the mechanisms introduced to support the change.</p> <p>Recommendation To note the report.</p> |
| Emergency Services Collaboration Group Update | <p>The report outlines the Constabulary's linked up collaborative work with;</p> <ul style="list-style-type: none"> • Suffolk Constabulary • The seven-force collaboration • National Programmes <p>Recommendation To note the report.</p> |
| 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://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 January 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.

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: 19 October 2021 | |
|---|---|
| Subject | Summary |
| Public agenda | |
| Review and update the action log | |
| Internal Audit – Reports from Head of Internal Audit (TIAA) | 2021/22 Summary of Internal Control |
| Corporate Governance Framework | Report from Chief Finance Officer |
| Annual Governance Statement | Report from Chief Finance Officer |
| Audit Committee Effectiveness (Skills) | 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 the Chief Executive and the Chief Constable, OPCCN and Norfolk Constabulary (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://norfolk-pcc.gov.uk/Audit-Committee)

The next Audit Committee meeting is scheduled to take place on 29 November 2021.

Police (Fire) and Crime Panel Conference 2021

Report from Jo Martin, Democratic Support and Scrutiny Manager

To consider matters arising from the national conference.

1. Background

- 1.1 Since the establishment of Police and Crime Panels in 2011/12, an annual national conference has taken place to support Panel members and officers with their learning and development. A range of speakers from the sector have been involved in leading plenary discussions and practitioner workshops / briefings.

2. Tenth National Conference for Police (Fire) and Crime Panels

- 2.1 The conference took place on Tuesday 2 November 2021, preceded by a conference dinner on Monday evening for residential delegates. The event was attended by Vice-Chair Air Commodore Kevin Pellatt and Jo Martin (Democratic Support and Scrutiny Manager).
- 2.2 The focus of the morning plenary session was “The Home Office Review: what does it mean for us?”. This was chaired by Christine Goldstraw OBE JP DL (Independent Member and Chair of the Nottinghamshire Police & Crime Panel) who was joined by the following panellists:
- Jonathan Evison, Humberside Police and Crime Commissioner
 - Paul Grady, Grant Thornton’s Director and Head of Police
 - Dr Rick Muir, Director of Police Foundation
- 2.3 Panellists raised many issues for Panels to consider, ranging from the likelihood that PCCs would assume a wider role in the criminal justice system to the introduction of centrally set policing targets. There was broad agreement that the “and crime” part of the PCC role would dominate activity in the coming years and that stronger accountability across the wider system would be welcome. This in turn would impact Panels’ agendas. There was also shared concern about the possibility of centrally set policing targets, which panellists felt would erode the ability of PCCs and forces to respond to local issues. They emphasised the importance of finding the right balance between centrally driven and locally driven activity to deliver the right outcomes for communities.
- 2.4 Dr Muir also gave an indication of the conclusions that would be presented in the Police Foundation’s final Strategic Review of Policing report, which is due to be published in January 2022. These would centre around capacity and capability. Their research had indicated that the police did not have the capacity to deal with the scale and volume of the current public safety demand. Further

work was needed to clarify the role of the police and articulate the responsibility of other agencies in crime prevention. Their research had also indicated that the changing nature of crime and broadening function of the service, which had been partly driven by gaps in other public services, required different skills as well as greater investment in technology and continuous professional development.

2.5 Councillor Heather Shearer, Chair of Avon and Somerset Police and Crime Panel, led the closing plenary discussion about meeting the challenges ahead. She was joined by the following panellists:

- John Gili-Ross, Chair of the National Association of Police, Fire and Crime Panels and Chair of the Essex Police, Fire and Crime Panel
- Professor Colin Copus, Emeritus Professor of Local Politics at De Montfort University
- Dave Burn, Director Frontline Consulting

2.6 All panellists agreed that effective working relationships were the key to the success of Police and Fire and Crime Panels. They emphasised the need for Panels to support as well as challenge PCCs, and highlighted the importance of regular training and briefing for Panel Members to help them in their role. With many Panels being in the process of reviewing new Police (Fire) and Crime Plans, a brief discussion took place about making best use of performance information, with panellists encouraging Panels to maintain a strategic outlook and focus on outcomes.

3. Breakout sessions: good practice and development

3.1 The afternoon was dedicated to workshops and briefing sessions, delivered by a range of speakers from private and public sector organisations. Norfolk facilitated two workshops on policing complaints. Initial feedback from participants indicates that colleagues found these extremely useful.

4. National Association for Police and Fire and Crime Panels (NAPFCP)

4.1 The NAPFCP's AGM was not incorporated into the event this year. It is due to take place virtually on 17 November 2021 and Panel Members will be updated separately.

5. Action

5.1 The Panel is asked to consider matters arising from the national conference.



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Forward Work Programme

| Date | Item | Attendees |
|--|---|--|
| January 2022 County Hall (To be confirmed) | Panel Member briefing – review of PCC’s precept proposal | |
| 10am, 1 February 2022 County Hall | Review the PCC’s proposed precept for 2022-23 (the Panel must review and report by 8 February 2022) Police and Crime Plan performance monitoring (including commissioned services) Seven Force Regional Collaboration Programme PCC Complaints Monitoring Report Complaints Policy Sub Panel – update Information bulletin – questions arising to the PCC Forward Work Programme | Commissioner, supported by members of the Commissioner’s staff and Chief Constable |
| 10am, 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 |
| 10am, 21 April 2022 County Hall | Police and Crime Plan performance monitoring (including commissioned services) Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel Annual Report 2021-22 | Commissioner, supported by members of the Commissioner’s staff and Chief Constable |

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|--|---|--|
| | Forward Work Programme | |
| 10am, 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 Forward Work Programme | Commissioner, supported by members of the Commissioner's staff and Chief Constable |
| 10am, 22 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 |
| 10am, 1 December 2022 County Hall | PCC's 2023-43 Budget Consultation Police and Crime Plan performance monitoring (including commissioned services) Complaints Policy Sub Panel - update Information bulletin – questions arising to the PCC | Commissioner, supported by members of the Commissioner's staff and Chief Constable |

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| | National Police and Crime Panel Conference 2022 Forward Work Programme | |
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The identified items are provisional only. The following meetings will be scheduled only if/when required:

- confirmation hearings

PCP - Complaints Policy Sub Panel

Membership 2020-21: Cllr Sarah Bütikofer, Cllr James Easter, Mr Peter Hill, Air Commodore Kevin Pellatt (Chair), Cllr Mike Smith-Clare

Date of last meeting: 18 October 2021

Next meeting: 8 December 2021

PCP training and network events

- Eastern Region PCP Network: 7 October 2021, virtual meeting (Kevin Pellatt and Jo Martin to attend)
- 10th Annual PCP Conference: 1 & 2 November 2021, Warwick Conference Centre (Kevin Pellatt and Jo Martin to attend)
- National Association of Police, Fire & Crime Panels AGM: 17 November, virtual meeting (Kevin Pellatt and Jo Martin to attend)

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):

- 16 December 2021
- 24 February 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 January 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.