

Norfolk Police and Crime Panel



Date: **Monday 15 March 2021**

Time: **11am ****

Venue: **Virtual Meeting**

** Please note the different start time.

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

Please use this link to view the live meeting online.

<https://youtu.be/MH0qUEzanRc>

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

Panel Members are invited to join a pre-meeting at 10:15am on 15 March 2021. You will be sent a separate link for this.

Membership

Main Member	Substitute Member	Representing
Cllr Gordon Bambridge	Cllr Mark Robinson	Breckland District Council
Cllr Stuart Clancy	Cllr Peter Bulman	Broadland District Council
Cllr Mike Smith-Clare	Cllr Jade Martin	Great Yarmouth Borough Council
Cllr Colin Manning	Cllr Brian Long	King's Lynn and West Norfolk Council
Cllr William Richmond	Cllr Michael Chenery of Horsburgh	Norfolk County Council
Cllr Martin Storey	Cllr Phillip Duigan	Norfolk County Council
Cllr Sarah Bütikofer	Cllr Dan Roper	Norfolk County Council

Cllr Tim Adams	Cllr John Toye	North Norfolk District Council
Cllr Kevin Maguire	Cllr Paul Kendrick	Norwich City Council
Cllr Michael Edney	Cllr James Easter	South Norfolk Council
Air Commodore Kevin Pellatt FCMI RAF	(no substitute member)	Co-opted Independent Member
Mr Peter Hill	(no substitute member)	Co-opted Independent Member

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

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 2 February 2021.

(Page 5)

3. **Declarations of Interest**

Norfolk County Council and Independent Co-opted Members

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

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

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

with.

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

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

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

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

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

4. To receive any items of business which the 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 5 March 2021**.

6. OPTIK demonstration

To receive a demonstration of OPTIK, the new mobile application being introduced to enable Police Officers to connect to operational systems from remote locations.

7. Police and Crime Commissioner for Norfolk's End of Term Report. (Page 15)

To consider the PCC's end of term report.

8. Information bulletin – questions arising to the PCC (Page 46)

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

9. Norfolk Police and Crime Panel Annual Report 2020-21 (Page 58)

To endorse the publication of the Panel's annual report.

10. Work Programme (Page 66)

To review the proposed work programme.

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Date Agenda Published: 5 March 2021



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Norfolk Police and Crime Panel

Minutes of the Meeting held on 2 February 2021 at 10am on Microsoft Teams (virtual Meeting)

Panel Members Present:

Cllr William Richmond (Chair)	Norfolk County Council
Air Commodore Kevin Pellatt (Vice-Chair)	Co-opted Independent Member
Mr Peter Hill	Co-opted Independent Member
Cllr Colin Manning	King's Lynn and West Norfolk Borough Council
Cllr Mike Smith-Clare	Great Yarmouth Borough Council
Cllr Martin Storey	Norfolk County Council

Substitute Members present

Cllr John Toye for Cllr Tim Adams	North Norfolk District Council
Cllr James Easter for Cllr Michael Edney	South Norfolk Council

Officers Present:

Simon Bailey	Chief Constable for Norfolk
Lorne Green	Police and Crime Commissioner for Norfolk (PCC)
Peter Jasper	Assistant Chief Officer Finance and Support Services, Norfolk Constabulary
Helen Johns	Communications Manager, Office for Police and Crime Commissioner, Norfolk (OPCCN)
Sharon Lister	Director of Performance and Scrutiny, OPCCN
Nicola Ledain	Democratic Support Officer, Norfolk County Council (NCC)
Jo Martin	Democratic Support and Scrutiny Team Manager, NCC
Jill Penn	Chief Finance Officer, OPCCN
Mark Stokes	Chief Executive, OPCCN
Gavin Thompson	Director of Policy and Commissioning, OPCCN

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

- 1.1 Apologies were received from Cllr Tim Adams (substituted by Cllr John Toye), Cllr Michael Edney (substituted by Cllr James Easter), Cllr Sarah Butikofer, Cllr Kevin Maguire and Cllr Gordon Bambridge.

2. Minutes

- 2.1 The minutes of the meeting held on 1 December 2020 were agreed as an

accurate record.

- 2.2 The Chair thanked the Office of the Police and Crime Commissioner and Norfolk Constabulary for the briefing regarding online crime that had been provided after the last meeting which had been requested as part of the performance monitoring item.

3. Members to Declare any Interests

- 3.1 No interests were 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.
- 4.2 The Chair, at this point in the meeting, allowed the PCC to make a brief statement. The PCC expressed anger and frustration about the recent media reports detailing events where Police Officers have been deliberately assaulted. In the last few years, crimes like these had risen significantly. The PCC reported that he would be, once again, arguing for a more serious sentence for those committing crimes against public safety as it was essential to do everything possible to protect our protectors.

5. Public Questions

- 5.1 No public questions were received.

6. Police and Crime Commissioner (PCC) for Norfolk's proposed police precept for 2021-22

- 6.1. The Panel received the report which set out the PCC's precept proposal and outlined its budgetary and financial impact. It also set out the Revenue Budget and Capital Programme for 2021/22, the Medium-Term Financial Plan 2021/22 to 2024/25, and the funding and financial strategies that must be published by the PCC. The Panel also received the precept consultation results for 2021/22.
- 6.2 The Chair thanked the PCC for providing the information outlined in the agenda and invited the PCC to introduce the report. The PCC introduced the report (Appendix A of these minutes) and confirmed that he proposed to increase the precept by 5.68% per annum at Band D (£14.94). He then asked the Chief Constable to report to the Panel.
- 6.3 The Chief Constable gave further information to introduce the precept funding report:
- This was the eighth year that the Chief Constable had set out compelling reasons why the precept should be increased. Each year, it was based upon a strong evidence base. Last year, the Panel agreed to a 3.95% rise, on the condition that there was a commitment to look at domestic abuse, sexual violence, county lines and children who were victims of crime. There was also a challenge around crime integrity data and 21st

century technology for 21st century policing. The Constabulary had made significant progress against the areas of improvement requested; crime data integrity now showed 95-96% compliance and this explained why certain crimes were seeing some increase in the numbers recorded. There had been increased investigative capacity and now over 8000 crimes each year were investigated by desk-based teams. The Constabulary had seen a sea change in crime recording, the quality of the recording, number of crimes by desk based and the time being put into the crimes. Automatic plate recognition and the 'Moonshot' teams were those Officers responsible for thousands of stops. The response to county lines had been described by the Metropolitan Police Force as exemplary. The Constabulary continued to deal with and put effort into domestic abuse and sexual violence.

- This financial year has been like no other year, having to deal with the unknown impact of Covid on the world and come to terms with different policing environment and challenges. There had been some really positive new stories with reductions in the number of crimes such as thefts, burglary, robbery and criminal damage but it had become obvious that there was an increase in the hidden harms and hidden crimes such as domestic abuse, violence without injury, and the supplying of drugs to the vulnerable.
- The report highlighted the figures in the medium-term financial year and the challenges that they bring. Out of the proposed precept proposal, 2% would be needed to stand still. The Prime Minister had pledged to increase Police Officers by 20,000 over the next two years, which would leave just over £2.7million. In terms of maintaining current levels of service, additional 6 digital investigators plus supervisor were required to tackle the growing digital crimes. There were also demands coming in for 101 system and the Chief Constable was predicting unprecedented calls coming in this summer. Therefore, additional resources were being put in, in addition to the 21 extra employees on the switchboard. There was a commitment from the PCC that there would be no redundancies. Although some posts would go, there would be the possibility of redeployment.
- The precept proposal was important for the future of the organisation. There could be significant reduction in budgets as part of the future Comprehensive Spending Review. Against the backdrop of the cost of the Covid-19 pandemic and it was possible that policing would have to bear some of the brunt of that.
- Finally, to be an efficient and effective organisation, the Chief Constable highlighted that the Norfolk and Suffolk Constabulary preferred partnership was one of the most powerful and strongest collaborations in the country, and had driven out tens of millions of pounds of savings between them. They had an outstanding reputation, and this had been due to the support from the PCC's to the Chief Constable during the last eight years. The PCC's support had been exemplary and had shared the Chief Constable's vision. The precept proposal showed again the commitment for policing the county.

6.4 The PCC concluded that Norfolk Constabulary were a police family made up of Police Officers, local volunteers such as SpeedWatch teams, HR professionals and many others and he would not oversee the loss of any job in that family.

- 6.5 The following points were discussed and noted:
- 6.5.1 The current budget gap was estimated at approximately £4million. Over the next 3-5 years, there was a transformation programme planned which would drive out efficiencies such as technology exploitation around Office 365 and other tools used, workplace and process maturity and efficiency. The programme had to be coupled with a sustainable precept strategy in order for it to be effective and reduce any budget gap.
 - 6.5.2 The Chief Constable confirmed that the Norfolk 2020 plan had been rebranded to Norfolk Horizons. The Panel were assured that there was a plan and a vision for the future of the organisation. There was a big planned investment in tackling domestic abuse, a plan for the Class A issue in Norwich, a plan for organised crime which would be better than currently existed and a people plan. Ultimately, the next 3-5 years had to be focused on ensuring the Constabulary had the right leaders, Officers, staff and demographic profile of people. The Chief Constable reported that the Constabulary was in a strong position.
 - 6.5.3 The consultation had received 998 responses. However, from the data tables in the report there seemed to be a disproportionate amount of responses from male and females, ethnic groups, and a low number of aged 16-24 responses. The Panel felt it was important to build positive communication with all groups in Society. Although the response data was acknowledged, the Panel were assured that a focus group was held with Independent Advisory Group which consisted of representatives from the different backgrounds. Due to the consultation being held virtually this year with a longer lead in time, it had not been possible to change strategy during the consultation to get responses from those groups.
 - 6.5.4 The Panel heard that ultimately there would be a national review of how the pandemic had been handled by the Government. With regards to Norfolk, it had come out of the pandemic with a huge amount of credit. There had been considerable amount of praise given to the Constabulary and staff for how they had dealt with it. 91% of those who responded to the approval survey had rated Norfolk Constabulary as excellent or very good. The only criticism that had been received was that they had not been robust enough but they had tried to find a balance. More fixed notice penalties had been issued of late for blatant rule breaking of the Government guidance where people had travelled miles to visit the beach, for instance the Constabulary had invested in more engagement officers to provide more information into the heart of the communities and to gain a footprint into every Facebook page and social media page. There could not have been more information provided at any point.
 - 6.5.5 If the precept rise were to be approved, there would be an additional 90 Officers committed into local policing. Ultimately there would be other areas of the Constabulary that would need an uplift, such as organised crime unit and the detective unit, but there would be package of measures introduced to ensure that the demands of the Constabulary were met.
 - 6.5.6 The PCC confirmed that Special Constables had access to body worn cameras from the main stations. They were not assigned a specific camera due to the sporadic nature of the rota.
 - 6.5.7 The Panel commented that the proposed precept rise was a small price to pay to

tackle the more complex and detailed crimes that were now happening. It was vital that the Constabulary moved forward with all the good work that had been carried out previously.

6.5.8 The Panel complimented the OPCCN, PCC and Chief Constable for the data and the quality of the data to enable the Panel to make the decisions.

6.6 The Panel:

- **NOTED** the Revenue Budget and Capital Programme for 2021/22, the Medium Term Financial Plan 2021/22 to 2024/25 and the funding and financial strategies,
- **VOTED UNANIMOUSLY** to endorse the Police and Crime Commissioner's proposed precept increase of 5.68% for 2021/22.
- **AGREED** that the Chairman should write to the Commissioner to formally report the outcome of the Panel's consideration of the precept proposal.

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

7.1. The Panel received the report providing an overview of the progress made against delivering two of the strategic priorities within the Norfolk Police and Crime Plan for 2016-2020 (Priority 5: support victims and reduce vulnerability and Priority 6: deliver a modern and innovative service).

7.2 The Chair thanked the PCC for providing the information and invited him to introduce the report. The PCC explained that domestic abuse remained a priority within the Police and Crime Plan, and the new delivery group which had been set up would ensure the services exist to support those victims within the County.

7.3 During discussion, the following points were raised and noted;

7.3.1 The PCC informed the Panel that the new Police Station in Swaffham had opened and was a state-of-the-art impressive hub for the Constabulary. It was an environmentally sound building with modern facilities and was a powerful new tool for bringing investigative resources together. The Chief Constable added that once the current lockdown measures had eased, he would arrange a site visit for the Panel to the Swaffham Station, and the new training facility at Hethersett Old Hall.

7.3.2 The Chief Constable would arrange for a demonstration at the next meeting of the Police and Crime Panel of the OPTIK mobile application, a new project which had recently been rolled out in the Constabulary. The demonstration would enable the Panel to see the capabilities and features of the product and provide an insight into the technology that was being used.

7.3.3 The Chief Constable reported that the Constabulary were still in the process of assessing the impact of the recent national data loss incident. Once that had been completed, he would update the PCC and the Panel.

7.3.4 The Chief Constable informed the Panel that the Constabulary had invested heavily into drone technology. The equipment that they were using was at the top nationally and he was also blessed to work alongside enthusiastic officers

who used it. The equipment had saved at least three lives to date but were deployed hundreds of times per year. There were ongoing conversations with the National Police Air Service about larger drone capacity. The Covid-19 pandemic had slowed down the acquisition of the drone technology. He added that the Government regulations around drones were sensible to avoid drones getting into unsuitable hands.

- 7.3.4 With reference to the Ministry of Justice data return on page 23 of the agenda, it was confirmed that the number of victims of crime who were being supported by the services were substantially greater than those who were referred. The PCC explained that this was because of the backlog to the Court system due to the pandemic. The Director of Policy and Commissioning, OPCCN explained that there was a difference because the data captured referrals in the time period. The number being supported could include those in service from a previous referral period.
- 7.3.5 The Chief Constable reported that it was too early to make an assessment of whether the Ask for ANI (Action Needed Immediately) scheme had had a positive impact or had instigated an increase in calls. Once the Constabulary had substantial data to share, it would be brought to the Panel's attention. The Constabulary would also attempt to gain some data from the '555' service which was overseen by British Telecoms (BT).
- 7.5 The Panel **NOTED** the update about progress with delivering the Police and Crime Plan for Norfolk 2016-2020 and **REQUESTED** information on the outcomes of code word 'Annie' and the '555' service when available.

8. PCC Complaints Monitoring Report

- 8.1 The Panel received the report setting out monitoring reports of complaints and detailing the number and themes of complaints handled during the period.
- 8.2 Although the OPCCN could not publicly share the requestors of the Freedom of Information (FOI) requests, they confirmed that the requests were more nationally based enquiries. The FOI disclosures were published on the website.
- 8.3 The Panel **NOTED** the regular monitoring information from the Police and Crime Commissioner's Chief Executive and Norfolk County Council's Head of Democratic Services about complaints relating to the conduct of the Police and Crime Commissioner for Norfolk.

9. Complaints Policy Sub Panel - Update

- 9.1 The Panel received the report giving an update from the Complaints Policy Sub Panel. Air Commodore Pellatt welcomed the fact that there had been no PCC conduct complaints in the period.
- 9.2 During discussion, the following points were raised and noted;
 - 9.2.1 The Sub Panel had received the first report of a super complaint and had raised concern over the amount of time it had taken for the report to be published after

the complaints had been logged. The Sub Panel hoped that the time would quicken as the system embedded.

- 9.2.2 The meeting of the Sub Panel on 24th March 2021 had been cancelled, owing to the rescheduling of the next public Panel meeting and there being insufficient business. The Sub Panel's forward work programme would be reviewed once the timing of the elections was known.
- 9.2.3 In the super complaint report, it outlined a recommendation for the local PCC to conduct an assessment of local access to specialist victim support organisations or networks. It was recognised that for Norfolk, this would be building on a system already in place, and a lot of this work was already being undertaken. However, the OPCCN would address this recommendation by enhancing the current process by carrying out a needs assessment about how services were applied.
- 9.3 The Panel **NOTED** the update from the Complaints Policy Sub Panel

10. Information bulletin – questions arising to the PCC

- 10.1 The Panel received the report summarising both the decisions taken by the Police and Crime Commissioner for Norfolk (PCC) and the range of his activity since the last Panel meeting.
- 10.2 As part of the discussion, the following points were raised and noted;
 - 10.2.1 On page 52 of the report, the South Norfolk Early Help Hub was mentioned. Although the OPCCN had approached other Districts about conducting something similar, this had been superseded by a decision made by Norfolk Leaders Board to integrate all domestic abuse services across all networks and all District Councils were part of this new approach.
 - 10.2.2 The OPCCN would confirm whether the '7 Force' procurement findings, as mentioned on page 60, annexe E of the report, could be shared with the Panel or the public. The findings were commercially sensitive due to a tender process being carried out for audit services and therefore had been discussed confidentially.
 - 10.2.3 The Panel thanked the OPCCN for the revised format of the PCC's published decisions.
 - 10.2.4 A Ministerial statement was due week commencing 8th February 2021 regarding the Home Office PCC review. This would be shared with the Panel.
- 10.3 The Panel **NOTED** the information bulletin and **REQUESTED** the Seven Force audit findings, if possible.

11. Forward work programme

- 11.1 The Panel received the forward work plan for the period January – December 2021.

- 11.2 The programme had been drafted on the basis that the elections would be going ahead on 6th May 2021. The Chair reported that this would be kept under review and if there was any change to the planned elections then he and the Vice-Chair would discuss any revision to the programme with the OPCCN.
- 11.3 The Panel **AGREED** the forward work programme and **REQUESTED** an end of term report from the PCC at a future meeting, dependant on the timing of the elections.

The meeting ended at 11:40am.

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

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Mr. Chairman, Members of the Panel

Setting the policing budget for their force area is one of the most challenging- and difficult-tasks for which Police and Crime Commissioners are responsible.

It is a duty I take with the utmost seriousness and diligence.

This year it is a task made all the more challenging in face of the unprecedented times in which we live.

Another of my mandated duties is to assure an effective and efficient police force, to provide public safety. And, to be a good steward of the taxpayers' money.

The Norfolk community can be proud that our police force is one of only very few rated nationally as outstanding for efficiency. And we are among the safest counties in the country.

All this in face of growing demands on our police force, and the enormous complexity of much crime prevention and investigation today.

I committed myself in 2016 to do all in my power to assure our county had a 21st century police force equipped to combat crime in the 21st century.

You, the members of this Panel have shown outstanding understanding and support for the proposals and plans I have brought to you over the years to make sure we have a police force that is properly resourced to keep our county safe.

We must not lose the gains that have been made to policing in our county over recent years.

And so, taking full account of the financial challenges that Norfolk taxpayers face, particularly now, and the demands on government, together with the challenges for policing, I instructed the Chief Constable to present to me a plan to maintain the level of policing services that residents need and, where possible to enhance service in areas of particular demand or threat such as domestic abuse or cyber crime.

With your permission, Mr. Chairman, I propose to pause at this point and invite the Chief to explain his case for a precept increase.

(CC)

Based on the Chief's response, and subjecting it to the most rigorous examination and challenge, I developed the Precept proposal I then put out to countywide public consultation.

I want to thank the Norfolk community for their response, which in numbers alone surpassed last year's consultation (987vs918) 54.81% favoured the proposed increase (5.68% on a Band D property)

Mr. Chairman, I am accompanied today by some of the top public servants in the service of our county, and between us we will endeavour to address any questions.

Police and Crime Commissioner for Norfolk's End of Term Report

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to:

- 1) Consider the PCC's end of term report.
- 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.
- 1.5 PCC elections are due to take place on 6 May this year. While the current PCC has said he will not be standing for re-election, Members will wish to note that

this will be the last Panel meeting at which they will have the opportunity to hold him to account for delivering his Police and Crime Plan for Norfolk.

2. Purpose of today's meeting

- 2.1. The purpose of the item on today's agenda is to allow the Panel to consider an overview of the progress made by the PCC towards delivering his Plan, since its publication in March 2017.
- 2.2 With this being the last Panel meeting the PCC will attend before he steps down from the position, this end of term report (attached at **Annex 1**) replaces the regular performance monitoring information and summarises the key issues, challenges and achievements since the PCC took office in 2016.

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 introduced his report, the Panel may wish to question him on the following areas:
 - a) The extent to which the PCC's vision (for preventing and fighting crime, tackling its causes, and protecting the most vulnerable in our communities from victimisation) has been achieved.
 - b) Where, through his seven priorities, the PCC has made the most impact and where he feels there is still progress to be made.
 - c) Risk management and any areas of concern highlighted by the PCC's Audit Committee.
 - d) Ongoing and future challenges that the PCC would highlight for his successor's attention.

4. Action

- 4.1 The Panel is recommended to:
 - 1) Consider the PCC's end of term report.
 - 2) Decide what recommendations (if any) it wishes to make to the PCC.

	If you need this report in large print, audio, Braille, alternative format or in a different language please contact Jo Martin on 0344 800 8011 or 0344 800 8011 (Textphone) and we will do our best to help.
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**Lorne Green, Police and Crime Commissioner for Norfolk
End of Term Report to Norfolk Police and Crime Panel**

March 2021

As I come to the end of my term as Norfolk's Police and Crime Commissioner (PCC), I have had the opportunity to reflect on the last five years – the rewarding times, the challenging times, the truly unprecedented times.

Back in 2016 when I was elected, I offered myself as PCC so I could render service to the men, women and children of Norfolk. I didn't seek the job out of political ambition - at my age I wasn't seeking to climb a political ladder. I was, however, motivated by ambition; ambition to keep our county safe, supported by an effective, efficient police force. I wanted to do all in my power to protect the vulnerable and help victims of crime and to be a good steward of the taxpayers' money which underpins it all. Quoting the rotary international motto, I sought to provide "service above self".

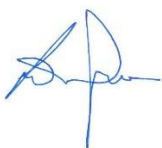
With the help of the people of Norfolk – public and partners alike – I set a number of priorities for the county, seeking to balance the issues which mattered most to communities, with the biggest threats to their safety. In travelling the length and breadth of the county to seek views and gather evidence, I met people from a vast range of backgrounds, with different interests, concerns and experiences. Engagement was to become a key cornerstone of my work and the part of the job I enjoyed the most – really listening to people, hearing their concerns or challenges and using everything in Norfolk's arsenal to make a difference where I could. Thankfully, that arsenal included the skill, knowledge and expertise of agencies, organisations and community groups across our county – all sharing a commitment to working together to keep Norfolk safe.

'Partnership' is the golden thread that runs through this report on my time as PCC. Dedicated police officers and staff putting themselves at risk in order to fight crime and protect the communities they serve. Counsellors helping those affected by crime to cope and recover from what they have experienced. Specialists working to protect those, both young and old, at most risk of serious harm at the hands of others. Support workers preventing crime by showing those coming into contact with the criminal justice system that, by taking another path, their future can be so much brighter. The people I have had the honour to call 'my office', a team of the most dedicated and professional public servants. I am proud to have worked with them all and offer my thanks for their support of my ambitions and the part they have played in striving to make Norfolk a safer place for all who live, work and visit here.

Now, as I prepare to step down, I can look back and feel truly proud of what we've achieved over the last five years. I hope I leave a solid foundation upon which whoever Norfolk elects to serve them next as their PCC can continue to build.

Stay safe Norfolk.

Lorne Green



SECTION 1

POLICE AND CRIME PLAN PRIORITIES 2016 - 2021

When I took office in 2016, my first, vital, job was to consult with the people of Norfolk about their concerns, the issues they were facing and the ways we could all work together to tackle and prevent crime and ensure Norfolk remained one of the safest places in the country to live.

Back in 2016 we could not have imagined the pandemic and restrictions we are currently living with and I was able to spend eight weeks meeting and talking to people across the country.

That consultation led to the Police and Crime Plan, with its seven priorities for policing in Norfolk.

Those priorities were:

- increase visible policing
- support rural communities
- improve road safety
- prevent offending
- support victims and reduce vulnerability
- deliver a modern and innovative service
- good stewardship of taxpayers money.

As well as the curbs it placed on regular consultation and time spent with the communities of Norfolk, the Covid-19 pandemic also meant that the local government and PCC elections due to be held in 2020 were postponed.

Due to the pandemic, I found myself with an unexpected extension to my term – I had been elected to serve and I would continue to serve as long as I was needed. I have therefore served an additional year as PCC and have continued to strive to deliver against the priorities of the Police and Crime Plan, whilst both the Constabulary and my Office have responded to multiple new challenges, both in terms of operational delivery and how we now work.

Here, in Section 1 of this report is my review of how together the Constabulary, my Office and the communities of Norfolk have worked together to deliver the Police and Crime Plan.

INCREASE VISIBLE POLICING

Visible policing was one of the top public priorities to come out of my consultation on policing and crime. In the comments received, a significant number of respondents also referred to visible policing, saying they wanted to see police out and about in their communities and that they felt a visible policing presence helped deter crime and made people feel safer.

They also wanted the police to engage and communicate with residents at a local level, and many were keen to support officers in the enforcement of low-level crime and disorder issues through schemes like Community Speedwatch. There was also concern expressed about a perceived lack of visible policing in rural areas.

With the budget challenges facing Norfolk Police, increasing the visibility of policing in our county is not as simple as just increasing officer numbers. Cuts to officer numbers in recent years had been

made to balance the budget, so the approach we took needed to be one of working smarter with the officer resources we have.

One of my first decisions on being elected PCC was to scrap the Deputy PCC role put in place by my predecessor. I felt that the £75,000 a year burden imposed on the taxpayer was unnecessary and instead passed that money - £300,000 over my term in office - to the Chief Constable to be spent on frontline visible policing.

While handing him the cheque, I challenged the Chief Constable to look at what more could be done to increase visibility across the county. In response to that challenge, a new Community Safety and Citizens in Policing Command was established with objectives around increasing engagement with communities and increasing the number of volunteers in policing. I also directed that a rural policing strategy for the county be developed (more information under 'Supporting rural communities').

“ Seven community engagement police officers were appointed – one for each of the policing districts within the county. In their initial months in post, these officers delivered a comprehensive plan to engage with communities, improve contact with and access to local policing teams and

communicate key information with local communities through social and traditional media. As well as looking at innovative ways to invigorate community involvement in setting local policing priorities, they are continuing to support regular policing surgeries in their districts. ”

I have made funding available to local policing teams, through my **Early Intervention Fund**, to support initiatives in partnership with their local communities. Speedwatch schemes in South Norfolk and Great Yarmouth are two of the initiatives to which I have given financial support through that fund.

The Safer Schools Partnership, which links officers with schools around the county, continues to work to ensure the safety of pupils and improve standards of behaviour, support young people who have been affected by crime, facilitate early identification of those vulnerable to becoming victims or offenders and build positive relationships between young people and the police. The Force is looking further at how it engages with children of primary school age, along with those children and young people in short stay schools. This is particularly important, not just in building positive relationships with the police from an early age, but also in relation to early identification of vulnerability and prevention of offending and victimisation.

As part of my priority to increase visible policing, I undertook to bring the community, including importantly young people and the police, together to develop more positive relationships. One of the ways of achieving this was for me to create and manage a youth commission to give young people a greater say on police and crime issues.

In May 2017, the **Norfolk PCC Youth Commission** was established to enable the voice and opinions of young people across Norfolk to be heard. The Youth Commission is made up of young people between the ages of 13-25 years from across the county. By sharing their views and experiences of crime, policing and the criminal justice system, the Commission seeks to ensure local decision-makers not only understand young people's needs but are also working to meet them.

The initial 26 members of the youth commission undertook a county wide peer consultation to gain an understanding about what matters the most to young people in Norfolk in relation to police and crime.

These views were published in the 'Big Conversation' report in April 2018. Over the last three years, the Youth Commission has developed and grown from strength to strength. The Commission is strongly supported, with a total of 45 active members from across the county. They have also been involved in a variety of activities and training sessions alongside working with many youth organisations across Norfolk.

Through peer research, members take the work being done by the Commission to a wider youth audience, encouraging participation, gathering information and drawing conclusions to inform the recommendations they have made to me as the PCC.

Youth Commissioners have been sitting on a variety of boards and panels across Norfolk, promoting the PCC policing and crime priorities and developing working relationships with other young people in Norfolk. By working with these boards and panels, the Youth Commission provides a channel for other young people of Norfolk to have more say regarding policing in their communities. Some of the boards and panels that the Commissioners have been involved in are: the Norfolk Domestic Abuse Forum, Norfolk Against Scams Partnership and a panel to review my office's bid for Early Intervention Youth Funding.

One of the main aims of the Norfolk PCC Youth Commission was to act as a conduit between the youth community of Norfolk and Norfolk Constabulary. In 2019 the Commissioners worked with the Norfolk Youth Parliament to review the rise in knife crime and develop a plan on how best to educate the young people of Norfolk on this topic.

In 2020, the Youth Commissioners worked with partners across the county in a bid to help understand the impact of the pandemic on young people in Norfolk. The digital consultation focused on how young people view the relationship between the lockdown and the impact on policing, crime and vulnerability, including topics like domestic abuse and changes in community-based crime.

The Covid-19 Youth Commission project took place in three stages; the initial stage focused on the wider impacts of the lockdown on policing, crime and vulnerability. The next two stages then looked at the specific topics that were a concern for those young people and how these concerns could be addressed by me and my office and other partner agencies.

The main concern, highlighted in each stage of the Covid-19 project reports, was domestic abuse and the growing impact of it on young people during lockdown. From this piece of research, members of the Youth Commission have begun to work with the OPCCN and other domestic abuse partners across Norfolk.

Moving forward, the Youth Commissioners are hoping to co-produce material to offer other young people help and support if encountering domestic abuse.

The **Norfolk 2020 policing model** went live on 1 April 2018. Within the new model there were significant changes to the police officers available for local and visible policing, as well as significant advances in the way the Constabulary is using technology.

The new Norfolk 2020 policing model re-introduced dedicated neighbourhood policing team sergeants and increased the Beat Manager (neighbourhood policing constable) numbers with neighbourhood policing remaining the bedrock of the Norfolk Policing Model.

The development of the **Community Safety Neighbourhood Policing Team** has increased the capacity and capability to conduct high-visibility patrols in hotspot areas.

The team's specialisms in drones, rural policing, scrap metal, crime prevention, unauthorised encampments and problem-solving have enhanced the range and quality of prevention and enforcement activity.

This work is supported by the Neighbourhood Policing Teams and three dedicated Rural Beat Managers in North Norfolk, West Norfolk and South Norfolk have been introduced to work closely with the Operation Randall Rural Crime Team on a daily basis.

The global Covid-19 pandemic has had such a significant impact across the country and considerable focus and planning has gone into ensuring that the Constabulary has been able to continue to deliver core services to protect the public.

The flexible nature of the Norfolk 2020 Policing Model has proven invaluable in allowing the Constabulary to move resources to high-risk areas while still maintaining core responsibilities. As such, the Constabulary has been in a strong position to deal with the consequences of Covid-19 in the county.

The Special Constabulary is an important area of volunteering in the police service and the Constabulary has since been focused on increasing the number of Special Constabulary officers, including undertaking a complete overhaul of the recruitment process and revamping its advertising practices to encourage those willing to give up their time to support the policing mission.

The Special Constabulary Strategy was released in November 2018 to coincide with the national strategy. This will continue the development journey of the Special Constabulary with localised recruitment, alternative and flexible training to meet individual needs.

There will also be the introduction of a personal development review process and a broader range of posting and specialist opportunities available to officers.

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

It has been rolled out further across the county and, from November 2018, Operation Moonshot City was made permanent following a successful pilot in the west of the county, increasing the visible policing presence on Norfolk's roads.

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

“ I have been supporting a campaign for a change in the law and had previously written to the county's MPs urging them to back the Assaults on Emergency Workers Bill. Too many of our emergency

workers have experience of being assaulted by the very people they are working to protect. An assault on an emergency worker is an assault on us all – they are here to protect us and we have a duty to do all we can to protect our protectors. ”

I have believed it my duty to take every opportunity, privately and publicly, to champion the welfare and wellbeing of our Norfolk police community. I have urgently appealed to local MPs and the Home Secretary to push emergency workers to the top of the priority list for **vaccine rollout** now that the four most vulnerable groups have received it.

Throughout my term as PCC for Norfolk I have championed nationally the importance of a **Police Covenant** to assure the welfare and wellbeing of police officers in service and after, and their families. I was delighted to see this promise form part of the government's party manifesto at the last election. More than a year later we await delivery of this promise. I believe it is our fundamental duty to honour and protect our protectors, with officers daily putting their lives on the line for us.

Following the precept increase in February 2019, the Safer Schools Partnership has enabled officer and staff posts to be protected. Three vacancies have been converted into two further police officer posts joining

forces with Norfolk County Council to continue to develop prevention work tackling County Lines drug dealing.

SUPPORT RURAL COMMUNITIES

During my election campaign and policing and crime consultation, I met with residents across Norfolk's rural landscape who told me about their concerns and what they felt they needed from the police to feel safer living and working in their local area.

There are some crime types which are more prevalent in rural areas and bring unique challenges for policing – farm and agricultural crime, for example, or hunting and game sports – but for many rural residents their concerns are not that different from those of residents anywhere else in the county. They want the police to be visible in their local area as this helps them feel safe and reassured. They want their police service to engage with their community so that they feel connected rather than isolated. And they want to know that the police will be there when they need them and feel confident to report crime, knowing they will get an effective response.

I pledged to take up their concerns and drive forward Norfolk's approach to tackling rural crime. Whilst these concerns may not be unique, the way we work to address them needs to be. Our county's geography and the demands of policing a rural landscape mean a 'one size fits all' approach will not fit the bill.

One of my first decisions as PCC was to join the **National Rural Crime Network** where, together with PCCs from around the country, strategies for tackling crime in rural areas and supporting rural communities are shared.

I followed that in Autumn 2016 with a **Rural Crime Summit**, bringing together residents, businesses and landowners from Norfolk's rural areas to share their concerns and experiences and discuss a new Rural Policing Strategy for Norfolk. That summit was also supported by PCCs from our bordering counties, as well as the National Rural Crime Network Chair and North Yorkshire PCC Julia Mulligan, presenting an ideal opportunity for us to sign a Rural Crime Concordat pledging to work across our borders to tackle the crime issues affecting rural communities.

Having launched **Norfolk's Rural Policing Strategy**, taking account of the feedback shared at the Summit, I then held my first 'Barnstorming' event in Snettisham. The purpose of this event, which was held regularly in rural locations across Norfolk, was to give local residents and members of the farming and rural business community updates on crime and policing where they live and work, and the chance to question me and a panel of experts about all aspects of rural crime.

There were several 'Barnstorming' events delivered alongside the Community Rural Advisory Group (CRAG) meetings which have been introduced by a working group of partners, including Norfolk Police, with the shared goal of driving down crime in rural areas. The CRAG meetings are held on a quarterly basis, and link in with the Eastern Region Rural Crime Working Group to share information and track crime trends moving from district to district and county to county.

Since the launch of Norfolk's Rural Policing Strategy, the police response to rural crime fighting in Norfolk – known as Operation Randall – has been re-invigorated. The Operation Randall newsletter has been renamed the Rural Communities' newsletter and has been updated to be more reflective of community needs based upon feedback from the community. This includes how to get advice in areas such as mental health illness,

partnership work (such as Norfolk Fire and Rescue activity to reduce stack fires) and how to contact other agencies (for example the Environment Agency for fly tipping).

The newsletter is also disseminated through a number of partner platforms, thereby increasing its reach across the rural community. The list continues to grow but includes the National Farmers Union, Country Land and Business Association, the Diocese, Norfolk County Farmers, Norfolk Young Farmers and parish councils.

In 2017, I launched an initiative to protect the lead roofs on the county's heritage buildings.

The **'Raise the Alarm'** campaign has been a partnership approach to tackling crime and preserving these buildings that form part of Norfolk's heritage. The scheme is supported by the Diocese of Norwich (which covers all of Norfolk), the All Churches Trust (part of the Ecclesiastical Insurance Group), Norfolk Churches Trust, the Round Towers Churches Society and Diocese of Ely.

I reached out to the Bishop of Norwich and the Norfolk Community Foundation to set up a Raise the Alarm fund to allow the public to donate to the scheme to protect these buildings – investing an initial £100k of OPCCN funding. To date the partnership has invested over £250k on alarming at risk sites and raised over £20k through a public fundraising campaign.

Since the scheme was launched, the police have recorded a near 50% drop in reports of lead thefts. Despite such figures, work continues under the initiative to equip as many churches as possible with vital alarm systems to prevent crime and protect local communities.

“ In June 2017, I provided funding to support an initiative to prevent illegal fishing in the west of the county. Operation Traverse, working in partnership with the Environment Agency, was launched to coincide with the first day of the fishing season and aims to prevent fishery and water course

crime such as the theft of fish and illegal fishing. Rural crime comes in many guises including illegal fishing and fish theft which not only affects livelihoods but can also have a serious impact on the natural environment. ”

In 2018, the new Community Safety Neighbourhood Policing Team was introduced which brought together knowledge and skills and increased the Force's capability and capacity to undertake highly visible, proactive and preventative work in such areas as rural crime, drone operations and unauthorised encampments.

Working closely with partners, the Constabulary has developed Operation Dovecote, a multiagency response to metal theft offences. Regular visits are carried out with partners at scrap metal dealer sites to ensure appropriate measures are in place to reduce incidents of illegal scrap selling.

Working at both a local and national level, Norfolk has become a recognised leader in good practice. Increased information sharing and education between teams has led to increased awareness and action being taken to proactively stop offending.

There has been an increase in the number of drone pilots conducting training in rural areas and supporting rural communities through a variety of operations. A multi-agency drone is based at Wells which is accessible to police, Norfolk Fire and Rescue Service and the Coastguard.

In addition, the Force, with investment from my office, is using the very latest technology to cut off crime at its source and prevent incidents from happening in the first place. Using ANPR to target our road network and continuing to work with forces in Suffolk, Cambridgeshire and Lincolnshire on joint operations to target rural crime.

IMPROVE ROAD SAFETY

When talking to the people of Norfolk about their safety concerns, dangerous driving has been one of their top worries.

Norfolk's approach to enforcement and education focusses on the Fatal 4 – excess speed, drink and drug driving, using a mobile phone whilst behind the wheel and not wearing a seatbelt.

Our police are engaged with the Norfolk Road Casualty Reduction Partnership and work all year round to enforce our driving laws. They also run targeted enforcement campaigns during periods such as Christmas or the summer months when offending traditionally increases and, with it, the risk to the safety of all road users. These campaigns also succeed in raising awareness of the dangers of the Fatal 4 with support from partners including local media and I was pleased to work with Radio Norfolk in 2017 supporting its 'Hands Off' mobile phone campaign.

I have also worked with Norfolk Police on the development of a new approach to combatting dangerous driving in our villages and more rural locations, away from the major roads where enforcement teams and speed cameras are most commonly seen. I have already spoken about the partnership between police and Community Speedwatch volunteers - one of the ways local policing teams are tackling safety concerns in their neighbourhoods. Those schemes are running in both urban and rural areas, with our Special Constabulary playing an active role around the county.

But there is only so much that enforcement can achieve when it comes to keeping Norfolk's roads safe. Education also needs to play its part and that is why I launched the **#Impact** campaign aimed at educating young drivers. **#Impact** has toured schools and colleges across Norfolk since its initial launch in November 2016, engaging with over 2,000 young people. This initiative was shortlisted for a national award.

The campaign, which has been actively supported by Norfolk Constabulary, Norfolk Fire and Rescue Service and the East of England Ambulance Service, highlights what can happen when things go wrong behind the wheel.

Students hear of the experience of a young driver from Norfolk, who survived a crash after losing control of his car in bad weather and witness a volunteer being rescued from a wrecked vehicle by the emergency services.

“ Feedback from the young people participating in **#Impact** has been very powerful, with many saying the campaign has made them more aware of the impact of their and other people's actions while on the road. ”

Continuing with my commitment to deploy **21st century technology** to policing in Norfolk, in June 2017 we saw the trial of virtual reality (VR) goggles in a bid to educate young people about road safety.

The headsets are aimed at young drivers and were piloted at the Royal Norfolk Show as part of my **#Impact** initiative. More than a dozen of the Samsung Gear VR goggles were introduced in partnership with the Norfolk Fire and Rescue Service (NFRS). These goggles take the user through a 360-degree simulated car crash experience highlighting the results of being distracted at the wheel when using a mobile phone which is one of the Fatal Four.

Norfolk Constabulary and the OPCCN are members of the Norfolk Road Casualty Reduction Partnership and undertake a number of activities outlined in the Partnership's delivery plan that considers education, enforcement and engineering solutions designed to positively affect driver behaviour.

The Safety Camera Partnership (SCP) funded a dedicated 'Fatal 4' offence enforcement police motorcycle team (made up of four officers). The SCP also funded the provision of roadside drug wipes and associated laboratory submissions, a tactic that has previously been unavailable to deal with drug-drive offences. As a response to increased provision, the Constabulary now tests more people for drug-driving than ever before, providing an ability to detect and deal with offenders committing Fatal 4 offences and thereby contributing to those killed and seriously injured on Norfolk's roads.

The Safer Rider Scheme sees Norfolk Constabulary regularly delivering training, in conjunction with Norfolk County Council, by way of classroom input and test-rides to motorcycle riders in a bid to improve hazard perception and further education on staying safe. This educational programme is aimed at reducing motorcycle Killed and Seriously Injured (KSI) incidents through engagement and training as opposed to enforcement alone.

The Close Pass Scheme is an initiative that targets both drivers who cause danger to cyclists and cyclists who commit offences likely to increase the risk of injury collisions. Camera footage is obtained and, where appropriate, educational input is offered rather than prosecution.

Roads policing teams also collate statistics and hold action days where collision cluster sites are identified. Such action days focus on enforcement and education and take place at various targeted times of the day and week at least six times a year.

PREVENT OFFENDING

I made a pledge early on in my term that prevention and early intervention would play a key role in my work as PCC. While it is vital that we ensure victims of crime are properly supported, and offenders brought to justice, in an ideal world the crimes involved would not happen at all.

Norfolk Police continues to work in partnership to tackle those crime types which pose the greatest risks to our communities, such as violent offences and domestic and sexual abuse. Through the Domestic Abuse and Sexual Violence Board, Norfolk Safeguarding Children Board and Multi-Agency Safeguarding Hubs (among others) our police join forces with partner agencies to identify vulnerability and risk, delivering early intervention and preventative action.

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

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

During 2016, my office was awarded funding from the Ministry of Justice (MOJ) for an innovative project diverting women out of the criminal justice system by providing support to address the causes of their offending which, in many cases, include themselves having been the victim of harmful crimes.

We had extensive engagement with criminal justice agencies and organisations supporting women at risk of offending, leading to the design, procurement and implementation of the Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (**WONDER**) programme.

The programme began in February 2017 and is a central plank of my strategy to prevent offending and reduce victimisation, demand on the police and criminal justice system and the harm caused to the women, their families and their communities. My office teamed up with Julian Support, the Sue Lambert Trust and the Magdalene Group to deliver the initial 12-month WONDER pilot project, working with female detainees released from police custody facilities in Wymondham and King's Lynn, assessing their personal circumstances and developing tailored support plans.

During WONDER's 12-month period of pilot operation (28 February 2017 – 28 February 2018), 131 women were referred to the scheme and offered support. Results demonstrate:

- women who were supported had extensive needs and these needs were successfully addressed
- resources were targeted at those that need the most support and the criminogenic risk was reduced where needed
- the re-arrest rate was lower for the women who either engaged with or received a service referral, compared with all referrals.

“ The women described the differences the WONDER scheme made for them. These included finding new accommodation, reducing dependence on alcohol, reconnecting to children and increases in wellbeing and confidence. ”

Following successful applications for funding from the Ministry of Justice, Norfolk Public Health and Norfolk and Suffolk Community Rehabilitation Company the OPCCN has now rolled out the WONDER scheme across all Police Investigation Centres (custody facilities) in the county and other points of referral including Early Help Hubs and partner agencies. The extension of funding for WONDER means the programme will now run until March 2023, operated by St Giles Trust in partnership with Future Projects.

As part of my election manifesto I pledged to introduce rescue dogs into Norwich Prison to assist with the rehabilitation of offenders in the interests of helping to reduce reoffending and at the same time provide hope to dogs at risk.

Rescue Rehab was the outcome of a partnership between the OPCCN, Norwich Prison and Norwich Best for Pets. Beginning as a 12-week pilot project in December 2016, the aim of the scheme was to:

- train prisoners in animal care/welfare skills that contribute to their rehabilitation on release from prison and potentially address incidence of reoffending
- promote prisoner welfare and become an integral part of addressing mental health issues
- help participants develop 'team skills' and participate in group support and problem solving
- integrate the Rescue Rehab initiative into 'acknowledged prisoner activity' sessions and further address incidence of reoffending by study options leading to professionally recognised qualifications and employment opportunities upon release
- socialise the dogs, initiating their training and their interaction with other dogs and people, increasing their potential to be re-homed.

There was immediate acknowledgement from across the whole range of prison staff (officers, mental health teams, chaplaincy etc.) of the positive impact upon the attitude, well-being and mental health issues of the prisoners involved in the pilot. The prisoners involved gave testimony that graphically illustrated this

positive impact. The training and socialising of the rescued dogs made an enormous contribution towards them being re-homed.

In recognition of the wide-ranging achievements of the Rescue Rehab programme, I agreed to fund an extension of this project, which was then subject to independent evaluation.

Community Chaplaincy Norfolk (CCN) works alongside offenders, ex-offenders and their families, offering mentoring and holistic support within prison, through the prison gate and out in the community. The scheme commenced in February 2017 and is open to offenders of any faith or of none.

CCN offers a task-orientated mentoring scheme that identifies attitudes and behaviours that previously led to criminality. Support (through a volunteer scheme) is given to enable change to take place so that involvement in positive activities is undertaken rather than continuation of addictive and anti-social behaviours. These activities involve regular meetings with mentors, identifying and encouraging personal interests of offenders and encouraging them towards education, training and employment.

Throughout my term in office, I have committed my support to **Norfolk and Suffolk's Integrated Offender Management (IOM)** scheme which identifies and manages the most persistent and problematic offenders. IOM helps to improve the quality of life of communities by reducing the negative impact of crime and reoffending, including the number of people becoming victims of crime. The funding I provided supported the IOM key worker role – a post which has been shown to successfully engage with vulnerable people and their families, helping offenders recognise, understand and take responsibility for their behaviour and re-engage with their communities.

I have also continued to help fund the work of **Norfolk's Youth Offending Team (NYOT)** – a multi-agency partnership whose aim it is to prevent children and young people from offending and help them restore the damage caused to their victims. The NYOT works to make Norfolk an even safer place to live and help young people achieve their full potential in life.

As well as continuing to support the NYOT, I am also pleased to be working with our local policing teams to target crime and disorder affecting Norfolk's young people. I was proud to bring the **StreetDoctors** project to our region for the first time to educate young people about the dangers of knife crime. The StreetDoctors teach life-saving skills while simultaneously raising awareness and understanding that individual actions have consequences and that, where knife crime is concerned, those consequences, for all involved, can be severe.

In 2017, **Gateway to Employment**, an initiative which helps ex-offenders find work, reached a major landmark of 75 Norfolk employers signed up. In partnership with the Department of Work and Pensions (DWP), Gateway to Employment works with local employers to secure training, apprenticeships and employment opportunities for those with criminal convictions – a strategy which has been shown to significantly reduce reoffending.

During my election campaign I pledged to come back to Thetford and work to address anti-social behaviour around the defacing of property and try to turn a negative into a positive. As a result, in 2017 we also saw the unveiling of the **Thetford Graffiti project**, funded by my office. The project saw students from Thetford Academy and Catch22 team up with the NYOT and Thetford Police Cadets to create a colourful series of artwork to be displayed in the underpass close to Thetford Priory. One of the concerns expressed to me on one of my early visits to Thetford was the amount of graffiti that was blighting a market town of outstanding beauty. By working with the local policing team and street artist Mik Richardson, the local community was

empowered to turn something perceived as negative and destructive into something of which they can be proud.

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

Positive Futures has come to fruition thanks to support from the Premier League and Professional Footballers' Association, the Office of the Police and Crime Commissioner for Norfolk, and Norfolk County Council Children's Services and is divided into two strands – 'Protect' and 'Prepare'.

'Protect' is a preventative project aimed at 11 to 13-year-olds who show signs of risk such as persistent absence from school, difficult personal relationships, a significant decline in school results or concerns about their emotional well-being. Young people take part in workshops across the 12-week programme within their school or, where appropriate, benefit from one-to-one support available from the Foundation's full-time Protect Officer.

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

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

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

As of 31 March 2020, over 150 young people were engaged in the programme.

As a direct consequence of Covid -19, **Enhanced Through the Gate (ETTG)** services are not being delivered in their current form.

My office has partnered with the Norwich-based homelessness charity, St Martins, to help people released from prison in the city. Where prison leavers are released and find themselves in a vulnerable situation there is significant demand across Norwich City for wrap-around support for them.

On the 8th June 2020, the OPCCN commissioned the **Person-Centered Support Officer** role awarding the contract to St Martins Housing. The role has been developed to help those who:

- have been in prison to settle back into their local community
- are at risk of offending or re-offending from committing crimes
- reduce the number of people who become victims of crime.

The main features of the Person-Centered Support Officer include:

- the scheme does not seek to duplicate other projects and initiatives but to complement existing provision working in a partnership approach
- the Person-Centered Support Officer will engage with many people in our communities who are in deep trouble; disaffected, judged, depressed and anxious, affected by troubled family relationships, or suffering from drug misuse issues and are at great risk from Covid-19
- linked to and working alongside third and public sector organisations such as National Probations Service, Community Rehabilitation Companies and Police with the aim of partners managing clients together
- a local response to local problems
- encouraging individuals to take control of their lives
- providing better stability from which goals can be easily progressed

- all adults who have recently left prison or are at risk of offending or re-offending can potentially be included
- deduced pressures on police and other services
- achieving long-term desistance from crime.

Since the project was announced, additional match funding has been pledged by Norfolk and Suffolk Probation Service to support the extension of the project beyond its initial contract term by twelve months, from 7th September 2021 – 7th September 2022.

This additional funding has also allowed for the project to expand its remit, which involves providing a stable home to improve housing outcomes for people leaving prison, particularly those people who revolve around the system struggling to move on in their life in a positive way. This provision of accommodation has been made possible by working with a broader partnership of organisations, including Norwich City Council, Broadland Housing and Norfolk and Suffolk Community Rehabilitation Company.

In March 2020 prisons in the UK put in place a restricted regime in order to mitigate against the risks of Covid-19 within prisons. Social visits were cancelled with immediate effect, with restrictions easing in July 2020. Prisons continue to work with public health and NHS services to prioritise the safety of staff, prisoners and visitors. All prisons have introduced Covid-secure ways of working. These ways of working have had an impact on social visiting arrangements, with uptake in family visits being impacted upon.

Children who experience parental imprisonment suffer a number of harms during 'normal' times. Research shows that many of those children later enter the criminal justice system themselves. For example, the Farmer Review (2017) referred to research highlighting that 63% of prisoner's sons went on to offend.

Furthermore, it is also recognised that prisoners who are able to maintain contact with their families and significant others are less likely to re-offend. The Ministry of Justice's own research confirmed that 37% of prisoners who maintain ties with their families do not go on to re-offend.

“ Children with a parent in prison are not only coping with the challenges of lockdown, the closing of schools, the withdrawal of many support services, the isolation and the fear, but also meaningful relationships with their parent, which will

inevitably amplify those harms and difficulties. I have been working with Cambridgeshire's PCC to enable children and parents in prison to maintain positive relationships. ”

StoryBook Mum/Dad is a charity that uses storytelling as an effective method to maintain and promote family ties throughout a period of imprisonment.

Storybook Mum/Dad helps parents in prison to record bedtime stories and messages for their children on CD or DVD. For many families, these story discs are a lifeline, helping to heal rifts and build vital family relationships. It shows the children they are loved and missed. It helps prisoners to feel valued as parents and gives them the opportunity to have a positive impact on their children's lives.

I have provided funding to Spurgeons and Sodexo to purchase equipment to further enhance the existing StoryBook provision at HM Prisons Norwich and Peterborough.

SUPPORT VICTIMS AND REDUCE VULNERABILITY

With a devolved power from the Ministry of Justice (MOJ), I have responsibility for commissioning services for victims of crime in the county, including specialist services for victims of domestic abuse and sexual violence, and restorative justice services for victims of crime.

In providing these services, my office works within the MOJ Victims Services' commissioning framework and conditions laid out within the annual Victims' Services Grant Agreement, to ensure our commissioned services are compliant with the Code of Practice for Victims of Crime dated October 2015, brought into operation on 16 November 2015 by the Domestic Violence, Crime and Victims Act 2004 (Victims' Code of Practice) Order 2015/1817. The Victims' Code implements relevant provisions of the EU Directive 2012/29/EU establishing minimum standards on the rights, support and protection of victims of crime.

Since 2016/17, under the terms of the MoJ Victims' Grant Agreement we have provided a range of specialist and non-specialist victim support services across Norfolk. We annually receive just over £1M to support victims of crime and during the last 5 years this has been 'topped up' with additional funding from my commissioning budget or with external funding that my office has bid for to address the needs of victims.

Through the MoJ Victims' Grant my office provides:

A victim assessment and referral service

This is known as the Norfolk and Suffolk Victim Care Service which is a joint service commissioned by both the Norfolk and Suffolk PCCs with Victim Support as the delivery organisation.

This service provides an initial assessment of victims' support needs and low level practical and emotional advice/support to help the victim cope and recover from the crime that was committed against them. Where relevant, an onward referral to specialist support is made. This service is completely free and available to all victims of crime in Norfolk, regardless of whether or not they report the crime to the police. Case Managers are trained with specialisms so as to support those victims with complex cases or that fall within the 'enhanced' category such as children and young people, repeat victimisation and domestic abuse.

Specialist services to support victims of domestic abuse - high risk domestic abuse service – Independent Domestic Violence Advisers (IDVAs)

The High Risk IDVA service is delivered by Leeway Domestic Abuse and Violence Services. The service covers the whole county and we have 12 IDVAs which include three Court IDVAs who support victims with court cases at the Specialist Domestic Abuse Court (SDAC) in Norwich and cluster courts at Great Yarmouth and Kings Lynn. The IDVAs work within a multi-agency framework and were co-located within the Multi-Agency Safeguarding Hub (MASH) but now work virtually.

Over the last five years I have ensured the service has been able to flex with not only demand but also national changes such as the introduction of Clare's Law, often known officially as a Domestic Violence Disclosure Scheme, that designates several ways for police officers to disclose a person's history of abusive behaviour to those who are at risk from such behaviour and the IDVA service supports victims when accompanying police visits and with assessments.

Specialist Services for Victims of Sexual Assault, abuse, rape or historic cases of child sexual abuse

The Sue Lambert Trust is commissioned to provide specialist support throughout the county to victims of sexual assault, abuse, rape or where adult victims are now reporting cases of child sexual abuse.

During my time as PCC, demand for this service from survivors/victims of historic cases went up exponentially. This was largely due to the response by victims/survivors from high profile investigations such as Operation Yewtree (Jimmy Saville and other high-profile personalities) the Independent Inquiry into Child Sexual Abuse (ICCSA) and national raising awareness that victims of these crimes would be believed and supported.

I responded to this need by doubling the amount of funding that was originally in place to £150,000 per annum. Survivors/victims receive counselling on a one-to-one basis for up to a year (in some cases longer) as well as group work, online help and, of late, counselling through mobile platforms.

Together with Norfolk County Council's Children's Services department, my office provided joint funding for three domestic abuse coordinators during 2016/17. The coordinators established, trained and maintained a network of 500 Domestic Abuse Champions to work across the public and other sectors as a first point of contact for people affected by domestic abuse. They also provided a referral mechanism into more specialist support services, and are integral to how we, as a county, are working to increase disclosure of victimisation and abuse.

We have a dedicated team of mental health nurses within the Norfolk Police control room and that initiative has proven a real success in improving safeguarding for vulnerable people and supporting call takers and frontline officers in their interactions with the public. In 2016/17 I supported the funding of an additional mental health nurse to join that team and a drug and alcohol worker in the control room, to provide 'real time' advice to officers and staff dealing with substance misusers and improving police-public interactions.

As PCC, I also chaired the Norfolk and Suffolk Criminal Justice Board. A key priority is providing support to victims and witnesses throughout the criminal justice system. This ensures they receive the service to which they are entitled under the Victims' Code of Practice.

In November 2018, the OPCCN received £700,000 of funding from the Home Office to support the £2 million national **Early Intervention Fund programme**. The programme is multi-agency, with strategic leadership from Norfolk Constabulary and Norfolk County Council Children's Services, and is transforming the approach to tackling child exploitation in Norfolk.

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

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

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

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

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

These three youth workers were active in Norwich for 12 months from April 2019, working in 12 separate locations across the city centre and urban housing estates. Detached youth workers (DYW), through regular communication with police, the Youth Offending Team, other EIYF streams, the Operational Partnership

Team and interactions with Norwich community members, responded to a fluid landscape of risk and vulnerability. This key partnership work and having local knowledge of children and young people were key to identifying public spaces where young people at risk of child criminal exploitation gathered. Family support practitioners with specialist knowledge in relation to child criminal exploitation worked alongside the MACE team.

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

The Pathways Out Programme, delivered by Mancroft Advice Project, delivered one-to-one mentoring to 32 young people aged 17 and under in Norwich identified as being vulnerable to criminal exploitation. Mentors supported young people to build confidence and skills, providing positive educational and work experiences and raising ambitions, helping them onto an alternative path.

Momentum was funded through the Early Intervention Fund to increase understanding and knowledge of child criminal exploitation within the voluntary, community and social enterprise (VCSE) sector. By providing, information and training to VCSE organisations, Momentum helped to improve joint working and increase the county's capacity to prevent child criminal exploitation and support those affected.

The project streams continued into early 2020, except for the SOS+ project which received additional funding from my Hidden Victims Fund enabling this project to run for three years.

In November 2019, the MACE programme board was shortlisted as a finalist for the **World Class Policing Awards in London**.

The Scams Prevention Service is funded by my office and is provided by Norfolk and Suffolk Victim Care Service. It provides specialist support direct to victims of fraud in Norfolk.

Between December 2019 and November 2020, 4,500 frauds and cybercrimes were reported by people from Norfolk, with a loss of £16.6 million. Many of these victims are targeted by exploitive criminals because of their vulnerabilities. The Scams Prevention Service offers emotional and practical support to these victims to help them cope and recover.

I have commissioned this service since March 2019 and between then and the end of 2020 more than 2,500 scam victims have been supported. The service targets its support at those identified as most at risk based on a variety of factors, with those most at risk being offered home visits to provide intensive support. Unfortunately, these home visits have not been possible under Covid-19 restrictions but prior to the restrictions 42 home visits were provided.

“

The feedback provided by service users has been excellent. In quarters one, two and three of 2020, 94% of the 744 service users who provided feedback said the service had helped increase their confidence identifying scams and

had increased their feelings of safety and security. In addition, 100% of service users who provided feedback said the service had helped them to cope and recover from victimisation.

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During the lifespan of the Scam Prevention Service, the response to fraud has earned a lot of attention from the public. I am happy that during this time my office has been providing a service that has such a positive impact on so many victims of fraud in Norfolk.

The Norfolk and Suffolk Restorative Justice Service was established in 2019 – prior to this the service was delivered by Victim Support. The strategic aims are to respond to requirements in the Victim Code of Practice. Namely, the requirement on police forces to offer information about restorative justice (RJ) to victims, and a complementary requirement on PCCs to ensure a service exists to provide RJ to those victims (and offenders) that wish to explore the use of RJ to help cope and recover from the impacts of crime.

It enables victims of crime to state directly to the offender how they have been harmed by their actions and what can be done to repair that harm. It also gives the offender the opportunity to acknowledge and address their actions and the harm caused, and take steps to change behaviour.

The need for an RJ service is predicated by the Code of Practice for Victims of Crime which requires the police to offer victims information about Restorative Justice. The PCC is required to ensure that a service is in place offering Restorative Justice for those victims and offenders who wish to pursue that route. The decision to provide an RJ service through Norfolk and Suffolk Constabularies was based on an evaluation in 2018 which had shown that police service knowledge and understanding of RJ, was paramount to ensuring victims and offenders were offered RJ and effectively referred to receive a service.

Restorative Justice (RJ) involves the use of direct or indirect forms of communication between offender and victim, or harmer and harmed, usually after an offence or wrong doing has taken place in order to repair the harm. Restorative Justice is about bringing people together with the focus on helping offenders consider the impact of their offending and having the potential to reduce re-offending and providing scope for victims to cope and recover from the harm caused. These, in turn, can impact on re-victimisation and future victimisation

In June 2020, an improvement plan was published, drawing on learning from the first year and learning from other models nationally and internationally. The service will continue to be delivered by two part time RJ Advisors and a part-time RJ administrator, funded by Norfolk and Suffolk OPCCs and employed by the Constabularies. The service will continue to be line-managed and based within the Norfolk and Suffolk Constabularies Joint Justice Command and line management costs are met by the forces.

The expected provision of training to police officers to improve their knowledge base has been hampered by the impact of Covid-19. However, training packages are now in place for delivery to commence in March 2021.

DELIVERING A MODERN AND INNOVATIVE SERVICE

An important strategy available to us, where appropriate, is to invest to save – to save time, to save money and to ensure we are making the best possible use of the tight finances, stretched resources and new solutions available to us.

I pledged to ensure that our police have the necessary tools so they can operate more productively, efficiently and safely and so we can build resilience for the future face of policing. I believe strongly that modern technology will drive improvements in investigations, proactive patrolling, the protection of vulnerable people and management of offenders. Having a mobile and accessible workforce will also help to improve visibility of our police service and investment in digital policing makes it easier for people to contact the police wherever they are in the county.

To tackle the crime affecting our communities in the 21st century, we need to look at the 21st century technology available to us.

Our police officers and staff need computing technology they can rely on, give them access to the systems that hold police information and can keep up with the pace of investigating crime in the 21st century.

With this in mind, during my first year in office I agreed to bring forward a refresh of desktop and laptop computers across the Force to ensure policing efficiency and effectiveness are not compromised by equipment which is not up to the job.

I have also continued to support a Constabulary-wide drive to improve the mobile computing capability available to our police to ensure the best use of police time so they can spend less time behind desks and more time out in our communities.

We do not want our police officers sitting in accident and emergency because of an assault, or tied up disputing spurious complaints. As part of my pledge to provide our police with the 21st century tools, body-worn cameras have been rolled out to policing teams across the Force. They are improving transparency over officers' interactions with the public, providing community reassurance, building confidence, reducing complaints and helping to keep our officers safe.

They also have the potential to speed up the criminal justice system and deliver swifter justice for those affected by crime - it is more likely those committing crime will take responsibility for their actions if they have been caught on camera.

I challenged Norfolk Police to explore the potential of **drones**, believing the benefits would provide a cost-effective approach to assisting our police in their work, complementary to the support of the National Police Air Service (NPAS) helicopters.

As a result, based within the Rural Policing Department, and with support from colleagues, the Constabulary now offers full-time drone support. The team works alongside partners, including Norfolk Fire and Rescue Service, who are able to provide further capability and assistance through training and operational support.

I provided additional funding to enable a greater increase in the operational use of the drone fleet in terms of enhanced flight durability, capability and usability in adverse weather conditions.

Drones can now offer non-intrusive large area coverage over all terrain including rural communities, coastline and forestry. The increased capability has led to some innovative deployments supporting proactive work and assisting the work of other specialised teams, such as firearms, to achieve significant results in terms of enforcement and safety.

Investment has been made in drone capability by placing drones in key strategic locations to allow further resilience from local officers when required.

Drone deployment figures show a large increase in requests for live incidents, for example, missing persons, crimes in progress, information gathering and also for proactive crime prevention deployments.

The reality is that using drones has saved lives. Drones have been instrumental in a large number of lifesaving deployments including locating a vulnerable missing person who was found unconscious on the beach. The drone team also utilises its capability to support local crime and disorder initiatives/operations; locate and recover stolen plant and machinery, heritage crimes, poaching and hare coursing, wildlife offences, crime prevention and Rave/UME (Unauthorised Music Event) prevention and disruption.

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

I have also continued to support and invest in the Automatic Number Plate Recognition (ANPR) framework used in Norfolk. This proven technology enables our police force to deploy resources based on evidence to deter and detect crime occurring across the county, protecting our communities and creating an unwelcoming environment for those seeking to engage in criminal activity.

“ I have invested in additional assets for Norfolk Constabulary to carry on with Operation Moonshot West (original pilot) and develop Operation Moonshot City which is providing increased opportunity to

disrupt organised criminality within the city through the investment and roll-out of Automatic Number Plate Recognition capability.”

ANPR has been used in the search for missing and wanted people, to disrupt organised crime and drug activity, and to help safeguard high-risk victims of domestic abuse. It is also a key tool in Norfolk's approach to fighting rural crime and has been used very successfully to target people involved in hare coursing, lead theft, fuel theft, burglaries and more.

In the last year, Norfolk 2020 has invented a brand-new police staff role, Police Digital Investigator (PDI). The role is to support detective constables with the digital element of their investigations, which is now so prevalent in today's world. After an initial pilot which proved successful, the Constabulary has recruited an initial team of 12 and is looking to increase this in the future.

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

“ But having an innovative police service which meets the needs of the communities it serves is not all about technology. Community input can be key to solving local issues or concerns, and I have worked to encourage and inspire police and communities to work more closely together to address issues in their area.

My office continues to work closely with Norfolk Constabulary to support evidence-based policing with Early Intervention Fund bids for technical solutions to assist in reducing crimes and supporting victims ”

As the PCC for Norfolk I am the public custodian of the Norfolk Constabulary estate and an **Estates Strategy** that provides a fit for purpose estates portfolio which is responsive to the needs of the Constabulary and the community, now and in the future. The strategy supports the aim of maximising resources for frontline policing and delivery of effectiveness, efficiency and value for money.

My purpose has been to ensure that the estates strategy was focussed on supporting an efficient and effective operational delivery of policing services to the public. Also, I wanted to maximise opportunities to collaborate with the Norfolk Fire and Rescue Service and wider one public estate. I also wanted to modernise or replace older buildings to improve productivity. Part of the strategy was to exit leasehold premises where possible to achieve greater value for money from the estate.

Through the Emergency Services Collaboration Board, a number of **Police & Fire Premises** have been co located to maximise the use of buildings and to rationalise others, improving productivity, efficiency and effectiveness.

When the new policing model was announced in October 2017, an important part of the proposal was the creation of two investigation hubs to bring together investigative resources needed to address the complexities of modern policing under one roof. The Western Hub at Swaffham now is operational and progress continues toward establishment of the Eastern Hub at Broadland Gate.

The acquisition of **Hethersett Old Hall School** as a new police training centre, supports the growing demands on the force and helps meet recruitment targets, training and development. This exciting new opportunity was made possible by the estates review I commissioned, which identified sufficient efficiency savings to make the purchase possible.

I pledged from the outset that I would do all possible to provide visible community policing.

With the understanding and support of the Norfolk community and with the backing of our national government I have managed to deliver on this undertaking.

We have more women and men in Norfolk Constabulary today keeping us safe than when I assumed office in 2016. The new training centre of excellence at Hethersett will help to continue delivering a modern, innovative police service for the county.

GOOD STEWARDSHIP OF TAXPAYERS' MONEY

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

Government grants have reduced year-on-year since 2010 to this point and there has been no indication that this will be changing, and therefore we must also continue to rely on the taxpayers of Norfolk.

As a result of the settlements received, our police force has been required to make significant annually recurring savings.

The fact is that finances are getting ever tighter and that makes efficient use of those resources we have available and good stewardship of our budgets critically important.

Funding for the policing of Norfolk and my day-to-day work as your PCC comes from two main sources: Government (Home Office) grants and the Council Tax precept levied on all households in the county.

Every year before I go out to consultation I request information from the Chief Constable about the requirements of the constabulary to be able to maintain and improve the service to the public.

I have worked hard to deliver on my manifesto pledge to equip Norfolk police officers with 21st century tools to tackle crime in the 21st century – drones, tablets, body-worn cameras and mobile technology.

A view from the Chief Constable

We have been able to improve our service through the Norfolk 2020 change programme, an incredible amount has been achieved and we have undergone one of the biggest restructures in the force's history. This radical reform was developed through significant consultation and ideas from our workforce, the PCC, members of the public and evidence from our data.

With the support of the PCC, we have increased the number of police officers on the beat. When those officers arrive at incidents, the PCC's investment in body worn video, drones and mobile technology means that they have the right tools needed to tackle modern day criminality.

These extra officers have allowed us to establish Neighbourhood Policing Teams and a number of proactive policing teams called Operation Moonshot.

Since recording began in 2016, Moonshot teams across the force have stopped 3,123 vehicles, made 2,647 arrests and from 2018 charged 1,978 of those for various offences with more than £700,000 worth of property seized. In addition, over the last year we have also been recruiting additional officers as part of the government's Uplift programme.

Where the money comes from

	Budget 2017/18 £m	Budget 2018/19 £m	Budget 2019/20 £m	Budget 2020/21 £m	Budget 2021/22 £m
Government funding	87.2	87.2	88.8	94.8	100.2
Council Tax	62.5	67.4	76.0	79.9	82.9
Approved budget	149.7	154.6	164.8	174.7	183.1

How the money is spent

	Budget 2019/20 £m	%	Budget 2020/21 £m	%	Budget 2021/22 £m	%
Employees	136.3	82.7	150.0	85.9	157.5	86
Premises	16.9	10.3	16.3	9.3	16.9	9.2
Transport	3.2	1.9	3.5	2.0	3.6	2.0
Supplies, services and other	23.3	14.1	21.7	12.4	23.1	12.6
Capital financing	4.3	2.6	7.3	4.2	4.8	2.6
Gross budget	184.0	111.7	198.8	113.8	205.9	112.4
Other income	19.2	11.7	24.1	13.8	22.8	12.4
Net budget	164.8	100.0	174.7	100.00	183.1	100

I monitor and scrutinise the budget closely, with formal reports on spending reviewed at my public meetings to hold the Chief Constable to account. The budget process is thorough and a balanced budget has always been achieved despite the financial challenges, with my office overseeing the process.

At the end of the financial year, annual accounts are prepared and are subject to examination by external auditors who give an opinion on whether value for money is being achieved. To date, those opinions have been positive, no qualified audits have been received.

Norfolk Constabulary has a long history of delivering 'evidence-based' policing, helping to ensure value and effectiveness are obtained. The external auditors report to me and the Chief Constable through the Joint Audit Committee.

In addition to the external audit process, internal auditors work throughout the year to ensure continual audit coverage of financial controls and risk.

The independent Joint Audit Committee consider both internal and external audit reports along with reviewing governance and risk.

For a full breakdown of all projects and commissioned services funded for the duration of my term in office, please follow the below links:

- 2016/17 – [Commissioning and Funding Breakdown](#)
- 2017/18 – [Commissioning and Funding Breakdown](#)
- 2018/19 – [Commissioning and Funding Breakdown](#)
- 2019/20 – [Commissioning and Funding Breakdown](#)

SECTION 2

It has been important to me as Norfolk's PCC that communities feel connected with their policing service, have the opportunity to get involved and feel engaged. It has also been important that communities have confidence, not just in their police but also in me as their PCC and in my office. As well as being visible, accessible and accountable to Norfolk's communities, I have also wanted to be open, honest and transparent about my work and that of the PCC staff team which supports that work.

During my time in office the OPCCN has won an award every year for openness and transparency from CoPaCC – a national organisation which monitors police governance. CoPaCC carries out an annual audit of PCC offices, checking on such matters as transparency of decision-making processes and the way PCC information is made accessible to the public.

Through the quality mark presented to it, the PCC team has demonstrated it not only meets its legal duties, but also continues to strive to make PCC business open, transparent and accessible to everyone - whether they simply want to know more about what we do, have a question or challenge to make, or are involved in formal inspection, audit or scrutiny processes.

In May 2019, the office won a prestigious national award for the quality of its Independent Custody Visiting Scheme. Police and Crime Commissioners have a statutory responsibility to establish and manage an Independent Custody Visiting Scheme.

The Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit police custody facilities, unannounced and in pairs, to ensure the proper treatment and welfare of those held there. They report back to their PCC on their findings so that any issues or concerns can be addressed. This in turn, has also assisted me as the PCC in holding the Chief Constable to account.

Also in 2019, WONDER was shortlisted for a Community Award by the Howard League of Penal Reform. The annual awards celebrate the country's most successful community projects which encourage desistance from crime and keep people out of the criminal justice system by providing other proportionate, effective interventions to help reduce the risk of reoffending.

SECTION 3

GOVERNANCE – HOLDING TO ACCOUNT

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

The Constabulary has a series of key performance indicators set within the Police and Crime Plan. One of the ways I hold the Chief Constable to account is through a series of public meetings.

These meetings – known as the Police Accountability Forum – were held physically at Police HQ before the Covid-19 pandemic but we are currently doing this virtually through Microsoft Teams which still ensures both I and our senior police officers are visible, accessible and accountable to the people of Norfolk.

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

I also convene a regular Strategic Governance Board at which the Chief Constable provides detailed updates on the operations of our police force. Though not held in public, the actions from these meetings are published on the Norfolk PCC website. I also hold a quarterly Estates Governance Board whereby I monitor the delivery of the Norfolk Constabulary Estates Strategy.

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

I will also have routine meetings with other key stakeholders who have oversight of the policing functions being delivered in Norfolk such as representatives from Her Majesty's Inspectorate of Constabularies and Fire and Rescue Service (HMICFRS) and the Independent Office for Police Conduct (IOPC).

Independent Custody Visiting

The Independent Custody Visitors (ICVs) are a group of committed and dedicated volunteers, who provide a quality service to the Office of the Police and Crime Commissioner for Norfolk (OPCCN) and are managed by the OPCCN ICV Scheme Manager.

They are invaluable in allowing me to discharge my statutory responsibility of running an Independent Custody Visiting Scheme. This oversight provides me and the communities of Norfolk with reassurance that those detained by Norfolk Constabulary are being treated legitimately, with dignity and respect and that the most vulnerable are being afforded additional safeguards.

The highly skilled and dedicated police officers and staff who work within the custody environment have huge demands placed on them by detainees who have a wide range of both physical and mental health

issues. The ICV scheme provides a weekly 'snapshot' of how the Police Investigation Centres (PICs) are functioning and this allows my staff to follow up on any concerns that are raised by ICVs with Norfolk Constabulary, ensuring that these are dealt with promptly and effectively.

As of 31 March 2020, there were 22 ICVs participating in the scheme across the county. ICVs are split into four panel groups, each one serving one of the PICs. Each Panel nominates a coordinator who is responsible for arranging a rota of visits. This ensures that only our ICVs know what day and time a visit will take place enabling the scheme to remain independent and credible,

Due to the restrictions placed upon society as a result of the Covid-19 pandemic, independent custody visiting in Norfolk has had to adapt from physical visiting to virtual visiting and at some points during lockdown periods be suspended. However, the ICV Scheme Manager from the OPCCN maintains regular contact with the Constabulary to ensure that the PCC is kept up to date with any issues arising within custody and detainees.

Emergency Services Collaboration

The Policing and Crime Bill 2017 introduced a statutory duty on the three emergency services (ambulance, fire and police) to collaborate, along with a number of governance options for PCCs in relation to the fire and rescue service in their area.

Norfolk Constabulary and Norfolk Fire and Rescue Service have been collaborating for a number of years and opportunities to collaborate further will continue to be considered.

In December 2018 I was able to announce that a Memorandum of Understanding had been signed by myself and the leader of Norfolk County Council so that a framework for emergency services collaboration could be put in place on a formalised footing and the fire governance business case could be used as a blueprint for change.

In addition to the ongoing collaboration work between police and fire in the county, the role of the PCC has now also been granted a seat on the Norfolk Fire and Rescue Authority.

Since this time two annual reports (the most recent being February 2021) on the progress of Police and Fire collaboration have been published that set out the key achievements to date.

Seven Force Collaboration

The Seven Force Regional Collaboration Programme (referred to as 7F) has been in place since 2015 and involves me working with fellow PCCs and Chief Constables to develop and implement successful collaboration solutions to protect the front-line local delivery of policing. Successful outcomes have already been achieved through collaboration, particularly between Norfolk and Suffolk Constabularies, but as the challenging era of public sector austerity continues, opportunities are being identified and developed by the programme for greater effectiveness and synergy, helping to meet existing and future demands on the forces.

A number of key deliverables during my time in office have included 7F Procurement Services.

In January 2020, the single 7 Force Procurement Department went live covering all seven forces across the region. The transformation from three independent procurement functions to a single 7 Force Procurement Department has resulted in the creation of the second largest police procuring body in England and Wales, second only to the Metropolitan Police. By pooling our investment in this capability, we are able to build resilience, increase our attractiveness as clients and customers, reduce cost, improve service provision and become an attractive employer to talent and emerging talent in the highly competitive procurement sector. The 7F Procurement Pipeline shows savings of £8.455m over 4 years.

Police Education Qualification Framework (PEQF) - all forces were required to adopt a new approach to all police training. The first phase of this national change was the introduction of PEQF Recruit Officer Training. This approach required forces to enter into a contractual partnership with a Higher Education Institution

(HEI) which will act as the awarding body for an Apprenticeship Degree which recruit officers will secure on successful completion of a three-year training and education programme. The PEQF Contract has now been successfully delivered by the 7F Programme and this is now being managed in business as usual.

Police Integrity Reforms

Following the enactment of the Policing and Crime Act 2017, a new role for PCCs was created in dealing with appeals on complaints received by the Constabulary from the public. The appellant body was previously the Chief Constable but in February 2020 this changed and the powers transferred to the PCC.

Where a complaint review is upheld I am then provided with a briefing as to the key issues identified and what recommendations are being made to the Constabulary to address those. Progress is then monitored through the formal governance meetings at PAF and SGB.

Table 1 - Stats cover from 1st February 2020 to 11th February 2021

Number of reviews received	Number not for OPCCN	Number of reviews not valid	Number of reviews valid	Number of reviews upheld
49	2	8	38	6

In addition to new powers around complaint reviews, PCCs also have a responsibility to ensure that there are adequate Legally Qualified Chairs and Independent Members to preside on police misconduct panels which are chaired in public. My office works with colleagues in the Eastern Region to agree protocols for managing recruitment, retention and training of these roles.

Where a misconduct hearing results in a sanction, an officer has a right of appeal to a Police Appeals Tribunal (PAT) and this is a statutory function administered by a PCC. Maintaining oversight of LQCs and misconduct hearings is managed by the Performance and Scrutiny Manager.

Information Management

Within my office there are a number of responsibilities that must be performed as an Elected Local Policing Body (ELPB) to meet with statutory requirements. This area of work is the responsibility of the Complaints and Compliance Officer and includes:

- freedom of Information requests
- GDPR compliance with Data Protection requirements around information handling and data retention
- specified Information Orders (SIO) ensuring the OPCCN publishes information in a transparent and accessible way in relation to a number of key areas of its work.

During 2020, the OPCCN underwent an internal audit to assess its compliance with Information Management and Information Security requirements and I am pleased to report that it achieved substantial assurance in this important area of work that is often unseen.

Community Safety Partnership

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

The Police Reform and Social Responsibility Act 2011 identifies the importance of the relationship between Police and Crime Commissioners and Community Safety.

I enabled my office to invest resources into the Community Safety Partnership, setting up a £500k investment fund to support county wide locality-based initiatives.

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

My office also leads on the County Lines Strategy Group, Domestic Homicide Reviews and until recently chaired the Domestic Abuse and Sexual Violence Board.

Norfolk Independent Advisory Group

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

“ The group plays a key role in helping to increase people's trust and confidence in the police, particularly amongst minority communities. They help with monitoring the quality of service

the Constabulary provides to the diverse communities of Norfolk with particular emphasis on hate crime, critical/major incidents, policies and procedures and Stop and Search. ”

Currently, there are 11 volunteers from the community serving as members of the IAG, supported by staff from my office and working closely with Norfolk Constabulary and myself.

One of the key roles of IAG is to provide the police with independent advice on developing plans, policies and procedures to help shape the way Norfolk is policed.

Members are consulted on new and revised policies and procedures as part of the Constabulary's Equality Impact Assessment process.

The IAG has formed an excellent working relationship with Norfolk Constabulary and this relationship has allowed communities to have a greater say in their community policing.

IAG members work with district commanders, beat managers and engagement officers, allowing for those officers in these districts to have direct access to IAG members and gain important feedback. IAG members continue to sit on community panels in these districts and attend several community meetings.

To ensure the aim of improving the quality of policing is achieved, IAG members have been invited to sit on a variety of constabulary boards and panels. These boards include the Norfolk Constabulary Ethics Committee, the Hate Crime Scrutiny Panel, the Stop and Search Scrutiny Panel and the Equalities Board.

During my time as Norfolk's Police and Crime Commissioner I have benefitted greatly from working with the Norfolk Independent Advisory Group. The value of this group is fundamental to ensuring that Norfolk Constabulary remains open, transparent and community focused.

The IAG is one example of the police and public partnership in action, a pledge I made during my election campaign. I have continued to support and drive this police and public partnership through the IAG and my direct engagement with members of the public across Norfolk.

Branding and identity

In 2019, my office began a review and refresh of its branding, office values and online presence. Under the steer of the Chief Executive, project groups consisting of staff from the OPCCN were tasked with:

- exploring public and partner perceptions of the OPCCN branding which had been in place since the first PCC election in 2012
- gathering staff views on the organisation's values
- seeking feedback on the look, feel and usability of the existing website which, due to its age, was in need of an update to address accessibility and security issues.

Based on the scoping exercises and feedback received, the project teams set about the in-house development of a new logo and corporate style for the OPCCN. The decision to carry out this piece of work within existing resources was made with a view to not only delivering value for money but also supporting ongoing staff development and encouraging ownership of the new 'identity'. The new branding was launched in September 2019.

Having consulted OPCCN staff on the values by which they felt the organisation worked and their aspirations for the future, a new set of internal values were created to sit alongside the refreshed visual identity.

Both of these pieces of work then fed into the development of a new Norfolk PCC website. As well as addressing the issues made necessary by the age of the existing website and restrictions on the functionality of the platform, the key aims of the new website were:

- to create a resource to aid awareness and understanding of the role and work of Norfolk's PCC and the Office of the Police and Crime Commissioner for Norfolk
- to provide the public and partners with easy access to information, including the PCC's statutory responsibilities, Police and Crime Plan priorities and performance, key decisions being made and opportunities for communities to get involved
- to support existing mechanisms for getting in contact with the PCC.
- to enable the PCC and OPCCN to meet their legal requirements to publish information (as set out in the Elected Local Policing Bodies (Specified Information Order) 2011, Freedom of Information Act and other legislation)
- to meet anticipated website needs relating to the new PCC term beginning in May 2021.

Having drawn up a specification based on user feedback and existing and anticipated website needs, a procurement exercise was undertaken to appoint a web design and development company.

Work began on the new website in February 2020 and it was launched in August 2020.

Information bulletin – questions arising to the PCC

**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 his activity since the last Panel meeting.

1. Background

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

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

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

a) Decisions taken

All decisions made by the PCC are recorded and published on his website. Decisions made by the PCC, up until 5 March 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 5 March 2021, are listed at **Annex B** of this report.

c) Police Accountability Forum meetings

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

d) Norfolk and Suffolk Collaboration Panel meetings

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

services, custody, transport and IT.

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

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

Date	Activity
3 February 2021	APCC's Equality, Diversity and Inclusion Training Session for PCCs focusing on race disparity
3 February 2021	APCC's Equality, Diversity and Inclusion Training Session for PCCs focusing on race disparity
11 February 2021	APCC's Equality, Diversity and Inclusion Training Session for PCCs focusing on race disparity
18 February 2021	APCC's PCC Local Criminal Justice Board (LCJB) Chairs meeting
2 March 2021	PCC call with the Policing Minister
4 March 2021	APCC's PCC LCJB Chairs meeting
4 March 2021	APCC Introductory Session and Q&A with the Domestic Abuse Commissioner, Nicole Jacobs
12 March 2021	APCC Vulnerability, Exploitation and Serious Violence in Children and Young People Event

- f) Audit Committee

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

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

The PCC has responded to super-complaint recommendations published by HMICFRS in a report titled "Safe to share? Report on Liberty and Southall Black Sisters' super-complaint on policing and immigration status", which was published on 17 December 2020. The PCC's full response can be read [here](#).

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. However, an annual police & fire collaboration report has been published, which highlights the partnership work undertaken during 2020 between Norfolk Fire & Rescue Service and Norfolk Constabulary. The full report can be read [here](#).

3. Suggested approach

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

4. Action

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



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PCC's Decisions

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.

Commissioned Services – Support Victims and Reduce Vulnerability

Safer Streets Fund - Great Yarmouth Borough Council

Decision 2021-01

The PCC accepted the Safer Streets Grant from the Home Office and agreed to grant fund Great Yarmouth Borough Council to deliver key parts of the Safer Streets project.

The PCC was awarded £78,837 through underspend from the Safer Streets Fund made available by the Home Office. This decision notice seeks approval for how these funds will be spent. The Fund provides funding to residential areas within England and Wales that are disproportionately affected by acquisitive crimes like burglary and theft, to invest in evidence-based preventative interventions. The funding must be spent by 31 March 2021.

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

Norfolk Scams Prevention Service extension

Decision 2021-09

A contract variation has been enacted to enable continuation of Scams Prevention Service from April 1st 2021 to March 31st 2023.

Between December 2019 and November 2020, 4,500 frauds and cybercrimes were reported by people from Norfolk, with a loss of £16.6 million. 34% of Norfolk's victims were over the age of 60, which is proportionately higher than for other age groups. 39% of fraud and cyber-crime victims in Norfolk stated they wanted support. This shows there is continued demand for the Scam Prevention Service in Norfolk. In April 2019, the Norfolk and Suffolk Victim Care Service launched the Norfolk Scams Prevention Service pilot, which was developed using learning from Operation Signature, Operation Bodyguard and the input of key stakeholders. The pilot received 1,883 referrals in a year, supporting 1,247 of these referrals, focusing on the most vulnerable. The service arranged and completed 75 home visits, whilst the remainder of supported people were provided with direct over the phone support and safety advice. The service was continued in 2020/21, receiving a further 1,670 referrals and supported 931 victims in the first six months of the year. Following the continued demand for the service, partners who developed the service are keen to see the service continue providing support to victims and raise awareness in Norfolk. The most efficient method of achieving this is through contract variation of the new Norfolk and Suffolk Victim Care Contract.

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

One to One Project

Decision 2021-10

The Police and Crime Commissioner for Norfolk approved the award of this two-year grant to the One to One Project - specialist counselling for victims of sexual abuse / violence / rape and historic cases of child sexual abuse in the districts of King's Lynn and West Norfolk and North Norfolk.

The PCC is committed to expanding the level of provision available to support victims of sexual violence and has a long-term ambition to ensure that services are available an accessible across the County at different times of the day. As part of a strategy that includes funding existing service providers in the county to maintain and enhance the services they provide, the OPCC has worked with the One to One Project to provide a specialist sexual violence support in the districts of King's Lynn and West Norfolk and North Norfolk where there is currently a gap in local specialist provision as identified through the OPCC's sexual violence service needs assessment. The OPCC is funding the service for a period of two years and at the end of the period will review both the delivery model and impact of the service for users.

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

Collaboration

Joint Information Management Function – Section 22a Agreement

Decision 2021-04

The Chief Executive of the Office of the Police and Crime Commissioner authorised the execution of the collaboration agreement on behalf of the Police and Crime Commissioner, to enable the Joint Information Management Department function to progress.

The Joint Information Management Department have been operating as a collaborated function since 2013. The function continues to operate and deliver in line with strategic objectives and a further collaboration agreement is presented for authorisation to continue with the function for a further five years.

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

Joint Integrated Offender Management (IOM) – Section 22a Agreement

Decision 2021-05

The Chief Executive of the Office of the Police and Crime Commissioner authorised the execution of the Collaboration Agreement on behalf of the Police and Crime Commissioner, to enable the continuation of the collaborated Joint Integrated Offender Management function.

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

Microsoft EA Renewal

Decision 2021-07

The PCC approved the award of the contract for Norfolk and Suffolk Constabularies and Offices of the Police and Crime Commissioners to allow the ongoing use of Microsoft products across the organisations.

Norfolk and Suffolk Constabularies and Offices of the Police and Crime Commissioners operate Microsoft technologies across the joint IT estate. These

products require appropriate licences to be purchased for the two constabularies to operate legally within the terms and conditions of the Microsoft licencing agreement. These licenses are purchased through a value-added reseller on an ongoing 3-year basis and have been purchased in this way in line with Contract Standing Orders. 2. Microsoft licenses provide datacentre and desktop services (which includes MS Office, O365 Productivity Suite and Email). Failure to renew will leave the organisations in a situation where IT services would cease to operate. 3. Given the value of the 3-year contract there is a need for the PCC to approve the contract award on behalf of Norfolk.

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

Other

PCC Report on Precept 2021-22

Decision 2021-03

The PCC issued the 2021/22 precept. The full decision notice can be read [here](#).

Open University Centre for Police Research and Learning (OUCPRL)

Decision 2021-06

The PCC approved Norfolk Constabulary joining the Open University Centre for Police Research and Learning (OUCPRL). The OUCPRL is a police / academic consortium run by the Open University and comprised of 21 police forces from around the country 2. The Centre exists to create and use knowledge through both research and education to improve policing for the public good. The membership fee is £7K per annum, which will be funded from the SBOS budget for the coming year.

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

(Decisions 2020-32, 2020-48, 2020-50, 2020-51, 2021-02 and 2021-08 not yet published.)

Summary of the PCC's activity

Scheme to help victims of domestic abuse access help is rolled out across Norfolk
Victims of domestic abuse are being urged to use the code 'Ask Ani' at a number of pharmacies across Norfolk by the police, the Police and Crime Commissioner's office, councils and health organisations to enable them to get access to help.
27 January 2021

Policing in Norfolk comes under spotlight at latest accountability meeting
Norfolk's Police and Crime Commissioner (PCC) held his latest virtual accountability meeting with the Chief Constable this week to hold him to account for the county's policing service.
28 January 2021

PCC to present 2021/22 policing budget proposal to Panel
Norfolk's Police and Crime Commissioner (PCC), Lorne Green, will take his proposals for the 2021/22 policing budget to the county's Police and Crime Panel next week.
28 January 2021

Breckland domestic abuse charity to extend support services to victims of sexual abuse
The help and support available to victims and survivors of sexual abuse in Norfolk is being increased thanks to a partnership between the PCC and Breckland-based Daisy Programme.
1 February 2021

Norfolk policing budget set after unanimous Panel support
Police and Crime Commissioner (PCC) Lorne Green's proposals for the 2021/22 Norfolk policing budget have today received the unanimous endorsement of the county's Police and Crime Panel.
2 February 2021

PCC statement on latest crime figures for Norfolk
Norfolk's Police and Crime Commissioner, Lorne Green, has released the following statement in response to the publication of recorded crime data by the Office for National Statistics (ONS) for England and Wales.
5 February 2021

Funding opportunity: Tackling drug misuse in Greater Norwich
Could your organisation help support men and women who have or may come into contact with the criminal justice system into employment? Register your interest by 26 February.
8 February 2021

Virtual webinars continue to educate about dangers of gangs and County Lines in Norfolk
More than 200 professionals and parents have taken part in a series of virtual workshops aimed at highlighting the dangers of criminal exploitation of young people in Norfolk.
12 February 2021

Funding available for domestic and sexual abuse support services

Norfolk's Police and Crime Commissioner (PCC), Lorne Green, is inviting applications for funding from organisations which can help victims and survivors of domestic and sexual abuse through independent advocacy support.

24 February 2021

Organisations invited to join project tackling drugs in Norwich

A funding round launched today is inviting bids from organisations interested in working with Norfolk partners to tackle drug misuse and supply in the Greater Norwich area.

26 February 2021

Sixth national transparency award for Norfolk PCC office

For the sixth year running, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) has received a prestigious national award for openness and transparency.

2 March 2021

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

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

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

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

Date: 9 March 2021	
Subject	Summary
Public agenda	
Police and Crime Plan Theme: 'Good Stewardship of Taxpayers' Money	<p>This report outlines the Constabulary's progress on the Strategic Policing Objectives for Priority 7: Good Stewardship of Taxpayers' Money, as set in the Office of the Police and Crime Commissioner for Norfolk's (OPCCN) Police and Crime Plan 2016-2020.</p> <ol style="list-style-type: none"> 1. The report 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>
Constabulary Covid-19 Update	Verbal Update
Police and Crime Plan Theme: 'Increase Visible Policing'	<p>The report sets out a summary of;</p> <ul style="list-style-type: none"> • The annual planning process regarding the precept identifying the issues likely to be faced in the next 12 months from the Constabulary perspective. • The increases in visible policing and the enhancement of the resilience of the policing model realised through the precept increase. • The further planned impact to visible policing targeted through the governments UPLIFT programme. <p>Recommendation: The PCC is asked to note the report.</p>
Police and Crime Plan Theme: 'Prevent Offending'	<p>The report sets out for the Police and Crime Commissioner;</p> <ul style="list-style-type: none"> • The opportunity to introduce a perpetrator focused approach alongside supporting victims and ensuring effective investigations. • What the Norfolk Domestic Abuse Perpetrator Scheme will focus on and how it will operate. • How the project will be managed and evaluated. <p>Recommendation: The PCC is asked to note the report.</p>

Emergency Services Collaboration Group Update	Verbal Update
Emerging Operational/Organisational Risks	Verbal Update

The next PAF meeting is scheduled to take place on 23 June 2021.

Public question and answer sessions: The last public question and answer session took place virtually on 12 January 2021. Details of the next session will be confirmed in due course.

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

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

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

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

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

The next meeting is yet to be scheduled.

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

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

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

List of items discussed at the most recent Audit Committee meetings

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

Items discussed at the Audit Committee's 19 January 2021 meeting were reported to the Panel at its 2 February 2021 meeting.

The next Audit Committee meeting is due to be held on 13 April 2021 and those items will be reported to the nearest Panel meeting.

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

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

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

Norfolk Police and Crime Panel Annual Report 2020-21

Suggested approach from Jo Martin, Democratic Support and Scrutiny Manager

The Panel is recommended to formally endorse the publication of the Panel's annual report 2020-21.

1. Background

- 1.1 Members have previously agreed during informal discussions that the Panel should produce its own annual report. It was felt this would support the local community's understanding of the Panel, support appointed members in updating their local authorities about the Panel's activity and provide an opportunity for the Panel to reflect on its own progress.
- 1.2 The Panel published its first annual report last year, having endorsed the publication when it met on 23 July 2020.

2. Purpose of today's meeting

- 2.1 The purpose of the item on today's agenda is to formally endorse the publication of the Panel's second annual report, attached at **Annex 1** of this report.
- 2.2 While there is no requirement for Police and Crime Panels to publish an annual report, Members agreed that to do so would add value to their work and enhance existing communication about the Panel's activity. The refreshed Panel guidance highlights this as being one way to help develop a public profile in the local community. The guidance, published in July 2019, is available to view on the Local Government Association's website [here](#).
- 2.3 Additionally, the publication of an annual report presents an ideal way of fulfilling the conditions of the Panel's Home Office grant. As well as submitting financial monitoring information with payment requests, host authorities must now also provide progress reports. Those reports are to set out the Panel's progress against the following 'critical success factors' which have been identified by the Home Office as being:
 - a) The number of public meetings held;
 - b) Scrutiny documents and publications produced, including the Panel's annual report;
 - c) Engagement with the work of the panel by members of the public and the Police and Crime Commissioner for Norfolk Constabulary.

- 2.4 This annual report has been drafted with this requirement in mind and will be included as evidence of progress with the year-end grant payment request.

3. Action

- 3.1 The Panel is recommended to formally endorse the publication of the Panel's annual report 2020-21.



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

Norfolk Police and Crime Panel



Annual Report 2020-21

Introduction & background

This is the second annual report of the [Norfolk Police and Crime Panel](#) ("the Panel"), which was established in 2012 in compliance with the Police Reform and Social Responsibility Act 2011. The report covers the Panel's activities during the past year, but also reflects on the impact it has had throughout the term of office of Norfolk's second Police and Crime Commissioner, Lorne Green.

The [Police and Crime Commissioner](#) for Norfolk ("the Commissioner") has responsibility for securing an efficient and effective police force for the area, setting objectives and the budget for Norfolk's police force and holding the Chief Constable to account. In addition, the Commissioner has a duty to bring together Norfolk's community safety and criminal justice partners to make sure local priorities are joined up, provide support services for victims of crime and get communities involved in keeping Norfolk safe. They may also commission services which contribute to the Police and Crime Plan.

The Panel's role is to challenge and support the work of the Commissioner. It also has a role in handling complaints about the Commissioner's conduct and confirming appointments the Commissioner makes to key posts, including the Chief Constable and senior members of staff.

Who's who

The Panel comprises ten elected members from local authorities across Norfolk and two co-opted independent members.

Membership during 2020-21 was as follows:

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

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

Panel activity during 2020-21

The Panel met formally 5 times during 2020-21. Copies of the agenda and minutes are available to view [here](#).

In this exceptional year, the Covid pandemic brought about some significant and unexpected changes both for our working practices and our work programme. The Panel's meeting in March 2020 was cancelled as the country moved towards national 'lockdown' and in adherence to national directives. However, the Panel was able to respond proactively and positively to the challenges faced and quickly migrated to virtual meetings. Perhaps more importantly, the local and PCC elections scheduled for May 2020 were postponed for 12 months, which enabled the Commissioner to continue in his role for an extended period.

Our public meetings are the occasions on which we carry out our required functions. These are summarised below:

- To consider the Commissioner's proposed police precept (the amount that individuals contribute to the police budget through council tax).

The Panel unanimously endorsed the Commissioner's proposed maximum increase in the police precept for 2021/22. To inform our discussion, the Commissioner provided comprehensive information to support his proposal. This included an outline of the budget and financial impact of the 2021/22 precept proposal, his Medium Term Financial Plan 2021/22 to 2024/25 including the Capital Programme, together with details of the various financial strategies that he is required to publish, as well as the result of his public consultation. A view from the Chief Constable was also included. Having asked the Commissioner questions about the information provided, and examined his proposal alongside public expectations of policing and the pressures facing the force, the Panel voted to support the increase. You can read the letter from the Panel's Chair, formally reporting the Panel's decision, [here](#).

- To monitor delivery of the Commissioner's Police and Crime Plan

The Commissioner must publish a Police and Crime Plan after they take office. This plan must set out their policing and crime objectives, details of grants made to partners, the resources the Chief Constable will be given and how the Commissioner will hold them to account. Part of the Panel's role is to monitor the progress being made by the Commissioner towards meeting their objectives. For that purpose, the current Commissioner provides a report for each of our meetings, setting out progress against his priorities, two at a time. Once a year, the Panel also reviews the Commissioner's draft annual report which covers progress against his whole plan. Throughout the current Commissioner's term of office, we have challenged him on the clarity of his reporting. Members have encouraged him to report on specific outcomes, in addition to describing the activity he has undertaken, so that it is possible to judge the impact he is making. These changes have enabled us to thoroughly examine the Commissioner's achievements, on behalf of our local community. In this exceptional year, we also focused our attention on the local policing response to the Covid pandemic, and the impact the pandemic was having on victims, witnesses and perpetrators of crime. You can read our recommendations in the minutes of our meetings.

- To review and scrutinise action and decisions taken by the Commissioner

At each meeting, the Panel considers an information bulletin which summarises both the decisions taken by the Commissioner and the range of activity he has undertaken, in the period between one meeting and the next. This provides an opportunity for the Panel to publicly hold the Commissioner to account for the full extent of his actions in a timely way. You can read the bulletins and the issues discussed by viewing our agendas and minutes. This year we have reviewed the way in which confidential PCC decisions are reported, in conjunction with the Commissioner's Office, which has enhanced transparency.

- To handle PCC conduct complaints

One of the Panel's responsibilities is to deal with complaints made about the Commissioner's conduct. Any complaints alleging criminal conduct (or which indicate criminal conduct may have occurred) by the Commissioner must be recorded, and then referred to the Independent Office for Police Conduct for investigation. Any other complaints are handled by the Panel, usually through informal resolution, which means encouraging, helping and bringing about the resolution of a complaint without going through legal or formal proceedings. You can find out more about the process [here](#). The Panel receives regular reports, which set out the number and themes of complaints handled during the period, as well as the main themes of Freedom of Information requests received both by the Commissioner's Office and Norfolk County Council in relation to the Panel. This allows the Panel to monitor the issues being raised and to ensure the complaints process is being carried out appropriately. We welcome the fact that no conduct complaints have been submitted since the Panel's last annual report was published.

The Panel continues to take a special interest in Police Integrity Reforms set out in the Policing and Crime Act 2017. This Government policy was introduced to overhaul the police complaints and disciplinary system as a result of what was believed to be a loss of public confidence in policing over a number of high-profile police investigations. We have a permanent working group of five members, whose role is

to maintain a specialist knowledge on complaints matters and advise the Panel accordingly. In addition to maintaining oversight of the Panel's procedure for handling conduct complaints about the Commissioner, it has monitored the development and implementation of the Police Integrity Reforms. Through that work, we have been able to not only improve our own complaints procedure but assist colleagues nationally, through delivering workshops and briefings on the reforms at regional network meetings and national Panel conferences. The reforms went live in February 2020 and we have kept under review their implementation by the Commissioner. Regular updates provided by the working group's Chairman are included in our agendas.

Panel development

Members appointed to the Panel get together at the beginning of each year, before the Annual General Meeting, for induction training about our role and functions. For those continuing in their position, this is an opportunity to refresh their knowledge and share their views. This year, however, our training necessarily focused on building our confidence with virtual meeting technology and the local protocols that were put in place to ensure the openness and transparency of public meetings undertaken in this way. Additional briefings are provided in advance of specific functions, such as consideration of the Commissioner's precept proposal. This ensures that we are fully prepared to challenge and support the Commissioner at our public meetings.

The Panel is a member of an Eastern Region Panel Network, which meets twice a year, and provides a forum for Chairmen, Vice-Chairmen and support officers to share information, problem solve and collaborate.

A national conference for Panels is convened each year and representatives from Norfolk regularly attend, having found this is another invaluable opportunity to learn about national policy development and challenges across policing, fire and the criminal justice sector. It also enables us to share experiences and good practice with colleagues from across the country.

In this exceptional year we have continued to benefit from learning and development with our colleagues around the country through these events, which have taken place virtually.

In addition, the Panel is provided with a fortnightly round-up of policing and crime related news to ensure that we are kept up-to-date with national and local matters.

Public engagement

The Panel has a Public Question Time at each ordinary meeting, to enable the public to engage with the Panel and pose questions relating to its remit and functions. It is not a platform for the public to put questions to the Commissioner or the Chief Constable, both of whom have separate arrangements for discussion with the public. You can read our public question time guidance note [here](#).

The Commissioner has regular public meetings to hold the Chief Constable to account for Norfolk's policing service. These are held in public and people are welcome to attend and observe. The Commissioner also holds regular question and answer sessions for members of the public to receive policing updates for their district and put their questions, observations and concerns to him and the Chief Constable. Details are made available on the Commissioner's website [here](#).

Home Office grant funding

The Home Office provides a grant of up to £64,340 to Norfolk County Council to maintain a Police and Crime Panel for the police force area. This is to cover the costs of administration (including support staff, specialist advice, recruitment of independent members, subscription to the Eastern Region Panel network) and member expenses (the cost of travel to attend Panel meetings, regional network meetings and the national conference, as well as any delegate fees). The Panel reviews its funding at each AGM and you can read the reports, which include the year-end returns submitted to the Home Office, [here](#).

While making sure that the Panel is effectively supported and developed, we aim to achieve value for money by minimising expenditure where possible. For example, public meetings take place at our host authority to keep costs to a minimum and ensure accessibility requirements are met. Our induction training and briefings are delivered by support officers from the host authority. On the whole, information is circulated electronically and printed copies of agendas are provided only to main Panel members. Attendance at carefully selected external events is agreed at the beginning of each year, and we ensure the whole Panel benefits through formal and informal reports, which keeps everyone updated and signposts them to matters of interest.

The Chairman and Vice-Chairman meet with the Commissioner and his leadership team in advance of public meetings. This provides an opportunity to discuss and plan future business, the content of agenda and reports, and keep each other informed of developments which may impact on our work. It allows the Panel to ensure that it is making the best use of everyone's time and the resources available.

Forward look

The Panel reviews and agrees a forward work plan at each meeting. This ensures that we deliver our functions in a timely way and means others know what we will be doing. You can see our latest forward work plan [here](#), by selecting the most recently published agenda.

Norfolk 2020, the Chief Constable's new model of policing, has been fully implemented. We continue to ensure the Commissioner is monitoring the impact of this on the local community through regular performance reports and information bulletins.

An independent Strategic Review of policing is underway. The first of its kind in many years, hosted by the Police Foundation, it aims to set a national long-term strategic direction for the police service. The first phase of this review, which explored the challenges facing policing, has been completed. The second phase, which will explore the solutions to those challenges, is currently underway. Both the National Association for Police and Fire and Crime Panels (NAPFCP) and individual Panels have been encouraged to respond to the Police Foundation's second call for evidence, particularly on questions around governance.

The Government has also undertaken a review of the role of Police and Crime Commissioners. At the time of writing we are waiting for the outcome of part one of

that review to be published. We will continue to watch these national conversations as they develop and participate where appropriate.

It has been confirmed that local and PCC elections will take place in May 2021. With the current Commissioner due to stand down, the Panel is looking forward to establishing an effective working relationship with a new Commissioner.

Further information

If you would like further information about the Norfolk Police and Crime Panel, please visit our [website](#) or contact Norfolk County Council on 0344 800 8020 or committees@norfolk.gov.uk



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Forward Work Programme

Date	Item	Attendees
10am, 22 June 2021 Virtual meeting – to be confirmed	Panel Member induction	
10am, 1 July 2021 Virtual meeting – to be confirmed	Informal meeting with newly elected PCC	
10am, 13 July 2021 Virtual meeting – to be confirmed	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) PCC Complaints Monitoring Report Information bulletin – questions arising to the PCC Norfolk Police and Crime Panel funding Co-opted Independent Member Recruitment Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 21 September 2021 Virtual meeting – to be confirmed	PCC's 2020-21 Annual Report Independent Custody Visitor Scheme Annual Report 2020-21	Commissioner, supported by members of the Commissioner's staff and Chief Constable

	Police & Crime Plan for Norfolk 2021-24 – consultation Overview of the Seven Force Regional Collaboration Programme Complaints Policy Sub-Panel – update Information bulletin – questions arising to the PCC Forward Work Programme	
10am 22 November 2021 Virtual meeting – to be confirmed	PCC’s 2022-23 Budget Consultation Police and Crime Plan performance monitoring (including commissioned services) Complaints Policy Sub Panel - update Information bulletin – questions arising to the PCC National Police and Crime Panel Conference 2021 Forward Work Programme	Commissioner, supported by members of the Commissioner’s staff and Chief Constable
January 2022 Virtual meeting – to be confirmed	Panel Member briefing – review of PCC’s precept proposal	
10am, 2 February 2022 Virtual meeting – to be confirmed	Review the PCC’s proposed precept for 2022-23 (the Panel must review and report by 8 February 2023) Review of the Police & Crime Plan for Norfolk 2021-24 Police and Crime Plan performance monitoring (including commissioned services) PCC Complaints Monitoring Report Complaints Policy Sub Panel – update	Commissioner, supported by members of the Commissioner’s staff and Chief Constable

	Information bulletin – questions arising to the PCC Forward Work Programme	
10am, 22 February 2022 Virtual meeting – to be confirmed	Reserve date – to review a revised precept for 2022-23, if vetoed (the Panel must review and report by 22 February 2023)	Commissioner, supported by members of the Commissioner's staff and Chief Constable
10am, 26 April 2022 Virtual meeting – to be confirmed	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 Forward Work Programme	Commissioner, supported by members of the Commissioner's staff and Chief Constable

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

- confirmation hearings

PCP - Complaints Policy Sub Panel

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

Date of last meeting: 13 January 2021

Next meeting: To be confirmed

PCP training and network events

- Eastern Region PCP Network: 11 March 2021 (Air Commodore Kevin Pellatt 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):

- 20 July 2021
- 16 September 2021

- 16 December 2021

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

- 23 June 2020

PCC public question and answer sessions – The last public question and answer session took place virtually on 12 January 2021. Details of the next session will be confirmed in due course.

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