

# Annual report 2020/21

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# Foreword



**Giles Orpen-Smellie**  
Police and Crime  
Commissioner  
for Norfolk

The year covered by this report, 1 April 2020 to 31 March 2021, has been like no other. The Covid pandemic, together with its associated lockdowns and other constraints on our lives, either dominates or at least influences most aspects of the report.

An early effect of the pandemic was the postponement of the Police & Crime Commissioner (PCC) elections from May 2020 to May 2021. My predecessor, Lorne Green, was thus, suddenly, given an extra year in office. Therefore, while I am issuing this report, the period covered spans most of Lorne's final and unexpected year in office. I would like to thank him for carrying on for that extra year, as his experience and judgement as PCC were invaluable to Norfolk in what was undoubtedly a very challenging time.

There has always been political oversight of policing. PCCs were created by the Police Reform and Social Responsibility Act 2011 to replace the former Local Police Authorities. PCCs were established to offer a new, more direct, form of 'democratic accountability' of constabularies to the communities they serve. PCCs were also expected to bring together wider partnerships to support the causes of law, order and community safety by coordinating activity to create the best effects on the ground for those communities. They were intended to create greater responsiveness to local conditions and issues by translating national government policies into local contexts.

The last twelve-months has certainly tested the PCC concept. As national and local government, Norfolk Constabulary, the Office of the Police & Crime Commissioner Norfolk (OPCCN) and our partner agencies continued to deal with the routine demands of policing, law, order and community safety in Norfolk, they also had to respond in a coordinated manner to the unprecedented additional burden imposed by the pandemic. This led to several significant challenges and to changes in working practices and processes, some of which are likely to be long lasting. Now, as we enter a period of recovery, it is essential to build on what we have learned to continue to protect people from harm and guarantee both freedom and fairness in our society.

Looking forward, I am delighted to have been elected as your PCC and to continue the excellent work done by Lorne Green and reflected in this report. I am here to serve the people of Norfolk and while I was elected under one political 'colour' I will serve all the people of Norfolk, whether they voted for me or not. It is a huge responsibility, one that I take very seriously, and one that, supported by my excellent team in the OPCCN, I will do my utmost to satisfy.



**Giles Orpen-Smellie**

Police and Crime Commissioner for Norfolk

## SECTION 1

# Executive summary

The 'Police Reform and Social Responsibility Act 2011' states that each elected local policing body must produce an annual report on the exercise of its functions in each financial year, and the progress which has been made in the financial year in meeting the police and crime objectives in the body's police and crime plan. This report covers the period from the 1 April 2020 to 31 March 2021 which encompasses the work undertaken by the previous PCC for Norfolk, Lorne Green, in the last year of his term in office before Giles Orpen-Smellie was elected as the new PCC in May 2021.

Most of the commentary in this report relates to policing in Norfolk during the effects of Covid and highlights some of the key achievements and challenges during that period. The pandemic created an extraordinary year for policing: the PCC, OPCCN and Norfolk Constabulary had to adapt rapidly, and many officers and staff made great personal sacrifices to keep their families safe while continuing to go to work. Due to Covid restrictions, working practices and procedures were adjusted and changed to ensure these organisations continued to deliver a public service and fulfil their roles and duties.

The PCC was unable to conduct face-to-face public engagement, so had to adjust arrangements in order to meet the public. This included partnering with the Norfolk Association of Local Councils to hold a series of virtual 'Question and Answer' sessions throughout the year and hosting a Norfolk-wide virtual public consultation to allow for people to raise concerns and ask questions regarding the PCC's precept proposals.



The PCC continued to hold the Chief Constable to account by holding virtual meetings to ensure Norfolk has an efficient and effective police force by monitoring performance against the policing priorities as set out in the current police and crime plan. The PCC also brought together Norfolk's community safety and criminal justice partners to make sure local priorities were joined up and working together. The PCC continued to get communities involved in keeping Norfolk safe and was the voice of the people when it came to policing and criminal justice in Norfolk. The OPCCN worked with a variety of stakeholders to hold focus groups allowing for feedback to be provided from the hardest to reach communities.

The Independent Advisory Group (IAG) adapted the way in which it continued to act as a positive conduit, continuing to build trust, confidence and better relationships between diverse communities and Norfolk Constabulary. Due to the Covid pandemic, IAG members developed a new way of holding meetings, making use of virtual meeting platforms.

The Youth Commission, which allows young people to get involved and have their say about policing and crime where they live, continued to engage to ensure that a voice for the youth was maintained during the Covid pandemic. The Youth Commissioners completed a 3-phase project and published a report which captured their feedback from each phase into achievable recommendations and produced an action plan for the Youth Commission to take forward.

Unfortunately, the effect of Covid restrictions meant that some services could no longer be fully provided, such as the IMPACT campaign which had previously toured around schools and colleges across the county to educate Norfolk's young people on driver safety. However, online facilities and virtual presentations afforded the opportunity to continue engaging with some youngsters, whilst relationships with Norfolk schools remained very strong and it is anticipated that (subject to any further lockdown measures) demand for the Young Driver Education Course will significantly increase.

Despite the challenges of Covid, the OPCCN continued to provide support to the PCC in the delivery of the county's police and crime plan and delivery in its wide range of services that it commissions, funds and provides. Support services for victims and witnesses of crime had never been so paramount, especially as government restrictions lead to many vulnerable people being locked down in their own homes, some in isolation. All providers of PCC commissioned services were asked to provide their Business Continuity Plans to identify and mitigate any risk to service provision and new partnership services were brought online, and existing delivery models reviewed in consultation with members and partners. Partnership services such as Foundations, Storybook Mum/Dad, Positive Futures, WONDER+ and Gateway to Employment have all contributed to prevent offending.

Under the Ministry of Justice (MoJ) Victims Fund, each PCC is responsible for commissioning services that support victims of crime. The funding covers a victim assessment and referral service, as well as specialist and non-specialist services. The PCC and OPCCN played a crucial role in delivering extra government funding and commissioning services, particularly the money allocated to recruit additional Independent Sexual Violence Advisers and Independent Domestic Violence Adviser posts over the next two years. Integral to all this provision was the need to identify issues early and seek solutions to ensure that victims received the support they needed during these difficult and challenging times.

The PCC was also responsible for setting the budget for policing in Norfolk, monitoring how that budget is used, and holding the Chief Constable to account. Norfolk Constabulary was required to make significant annually recurring savings, so finances were getting tighter as demand increases, and that makes efficient use of those resources and good stewardship of budgets critically important. The amount of the policing element of the Council Tax (the precept) is a matter for the PCC's determination following consultation with the Norfolk community and endorsement by the Police and Crime Panel. Following these discussions, the council tax precept increased by 3.95% for 2020/21 and after allowing for the use of reserves, the total group (comprising the PCC and the Chief Constable) budget for 2020/21 was balanced.

Covid presented many challenges to Norfolk Constabulary too.

The whole of the recruitment process for the uplift programme of new officers needed to be redesigned including developing and trialling an online assessment with final interviews taking place over a virtual platform. Despite this, the recruitment programme remained on track with 67 officers being recruited in the first year. A Positive Action Recruitment Adviser was also appointed to broaden the potential recruitment profile to ensure all of Norfolk’s diverse communities can consider the police officer role and the Constabulary is working hard to ensure everything is in place to deliver the Police Education Qualification Framework in 2022. These initiatives provide exciting opportunities for individuals who may or may not have considered policing, to build a positive professional career in crime prevention and law enforcement in Norfolk.



The Constabulary maintained a strong presence within communities, with the opportunity for an enhanced use of digital platforms for both informal and formal community engagement and the wider use of technology enabled the Safer Neighbourhood Teams to reach broader audiences, thereby achieving greater inclusivity and ensuring an enhanced delivery of the core principles of neighbourhood policing. Volunteers continued to provide valuable support to the Constabulary across a range of roles, including those that carried warranted powers of a Special Constable (particularly in support to rural policing) and those that volunteered for Community Speed Watch.



Work continued to target those groups and individuals committing crime across Norfolk; these included County Lines organised crime groups, denying criminals the use of the road network through the proactive work of the Operation Moonshot Teams, tackling rural crime as part of Operation Randall and those conducting hare coursing through Operation Galileo. The 'Raise the Alarm' scheme was established in 2017 to combat a rise in lead theft from church buildings. Funded by the OPCCN in partnership with the Bishop of Norwich, Norfolk Churches Trust, All Churches Trust and the Round Tower Churches Society, it installed a network of alarms to protect vulnerable church buildings across the county. Additional alarms have been installed in the past year and there was only one reported theft of lead from churches in the county from a church which was not alarmed.

The Constabulary invested in new technology with the introduction of a multi-purpose drone that provided greater capacity in urban settings, flexibility to withstand adverse weather conditions, and includes a state-of-the-art camera that significantly improved search capability, particularly for missing persons. Further additions to the fleet included an indoor drone to support specialist teams and the purchase of a fixed wing drone that will significantly increase the time and range of flight.

The Covid pandemic also presented several challenges to the operation of the Contact and Control Room (CCR). Norfolk Constabulary prioritised supporting the CCR as one of the critical business areas and ensured additional office space was made available to allow for additional call handling facilities. Increased demand occurred around calls relating to the pandemic, be it offering advice, reassurance or to engage with a caller wishing to report breaches of lockdown restrictions, whilst there were periods of time where infection and self-isolation had a significant impact on staffing numbers within the CCR and contingency plans needed to be activated. A review was undertaken to consider the resourcing model required to manage these demands and a new shift pattern was introduced with the aim of optimising the number of staff to answer calls based on the call demand profile. In addition, the PCC funded several additional control room staff to help address the increased call volume to ensure the current service levels could be maintained.

It is therefore pleasing to report that 91.3% of 999 calls were answered within the national target time (10 seconds) and, consequently, 91.6% of emergencies in urban areas were attended within the target time (15 minutes) and 88.5% of rural emergencies were attended within the target time (20 minutes). In the past year, almost 150,000 101 calls were received by Communications Officers (post-switchboard and including night service) and the Constabulary answered post-switchboard 101 calls on average within 4 minutes and 31 seconds, which is comparable to 2019/20 indicating that the CCR is still operating in line with previous levels of service.

It appears that the public believe that Norfolk Constabulary is performing well too. Data from the last public perceptions survey suggests that a high proportion of respondents think police were doing a good or excellent job; they had confidence in the police in their local area; they were confident they would get a good service if they reported a crime or incident; they felt the police would treat them with fairly and with respect; and they felt safe during daylight hours. This is positive to report given the challenges that the Constabulary have faced over the last twelve months.

In terms of road safety, Norfolk Constabulary continued to focus efforts with partners to target what is referred to nationally as the 'Fatal 4' (not wearing a seat belt, using a mobile phone whilst driving, drink/drug driving and speeding). The Constabulary adopted a safer systems approach which sets out the principles that promote road safety and reduce the likelihood of collisions. The work focused around safe roads, vehicles, users and speeds and 2020 recorded a 45% reduction in Killed or Seriously Injured (KSI) incidents compared to the previous year, although this may have been impacted by the reduction in vehicle usage due to the effects of Covid and government restrictions on travel. The majority of KSI collisions occurred in the urban areas of King's Lynn, Norwich and Great Yarmouth, as well as on the main 'A' roads and there were some significant challenges presented by the pandemic; for example, speed awareness courses were initially suspended before being moved online.



Covid impacted significantly upon the ICT (Information and Communications Technology) department more than anyone could have foreseen; it supported the Constabulary and OPCCN with agile working by introducing video conferencing software to supplement and enhance the telephone conferencing facilities. This supported the efforts of the two organisations to socially distance their workforce and minimise attendance at work for those staff that could work remotely. New and upgraded ICT equipment, increased remote connections and software rollouts all followed to ensure that the information and usage of the police system would be safe and secure and allowed staff the chance to work efficiently and effectively. The Constabulary also rolled out its 'OPTIK' product successfully to all operational staff, this digital software solution allowed officers to access force systems remotely away from a police station, which also helped to increase visibility.

The OPCCN became the relevant review body for police complaints in February 2020 following legislative changes set out in the Policing and Crime Act 2017. The PCC had taken on the review of police complaints where the local police force would have previously been the appeal body; this ensured that reviews are impartial and carried out independently, which provided greater assurance to the public. In the last year, 52 complaint reviews were handled in the OPCCN, eight were not valid and three were for the Independent Office for Police Conduct; from the resulting 41 valid reviews, eight were upheld (19.5%).

The Norfolk County Community Safety Partnership (NCCSP) is the structure which comprises the organisations in the county that have a legal responsibility to assess levels of crime and produce plans to reduce crime and keep communities safe. Norfolk County Council and the OPCCN recognised the opportunity to strengthen the support to the NCCSP and its partner authorities, with the creation of a single Community Safety Team to maximise the use of resources, reduce duplication and improve effectiveness. This is now hosted by the OPCCN, supporting and working directly to the Chief Executive and Chair of the NCCSP and focusses on county-wide strategic themes, addressing some of the biggest threats that cause significant harm to many, including domestic abuse and County Lines drug dealing.

Emergency services collaboration continued between Norfolk’s Police and Fire and Rescue Services to explore ways to better work together where it was in the interests of either their efficiency or effectiveness. A second annual report was produced which highlighted the progress made during the second year of enhanced collaboration.

An independent national organisation monitors policing governance in England and Wales using a ‘mystery shopper’ transparency assessment of the information made available on PCC websites. Following this annual assessment, the OPCCN are pleased to report that it received a prestigious national award for the sixth year running for openness and transparency and was one of just 18 highly commended for the way it provides information to the public on its website.



## SECTION 2

# Transparency

The Office of the Police and Crime Commissioner for Norfolk (OPCCN) has, for the sixth year running, received a prestigious national award for openness and transparency and was one of just 18 highly commended for the way it provides information to the public.

The OPCCN is one of 39 PCC offices to have been awarded the Open and Transparent Quality Mark 2021 by coPACC (Comparing Police and Crime Commissioners) – an independent national organisation established shortly after the first PCC elections in November 2012 to monitor policing governance in England and Wales – based on coPACC’s ‘mystery shopper’ transparency assessment of the information made available to the public on the OPCCN website.

Based in Wymondham, the OPCCN supports and promotes the work of the Police and Crime Commissioner (PCC) for Norfolk. The Quality Mark recognises that the OPCCN meets its statutory requirements in making information available to the public.

Specific legislation places a duty on the PCC to publish certain information within specified timescales, and for that information to be reviewed at prescribed frequencies. Links to all information required to be published in accordance with the Specified Information Order (SIO) can be found in the [Transparency section of our website](#), within the Key Information menu.



One of the recommendations from Phase One of the Government’s Review of PCCs was for the Home Office to amend the s10 to improve transparency and accountability. To that end, on 6 May 2021 the Elected Local Policing Bodies (Specified Information) (Amendment) Order 2021 was laid before Parliament. The changes will come into force from 31 May 2021 and requires elected local policing bodies (such as the OPCCN) to publish on their websites the following information:

- > A statement on how their force is performing in relation to key national priorities for policing (the new National Police Outcomes Framework) at the same time they publish their new Police and Crime Plan;
- > A link to their most recent HMICFRS peel (Police Effectiveness Efficiency and Legitimacy) inspection report and a summary assessment of the force’s performance in response; and
- > Copies of IOPC data on force complaints and a statement on how the PCC (or Mayor’s Office) is exercising its complaints-handling functions under the Police Reform Act 2002 within one month of data publication by the IOPC.

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

## SECTION 3

# Engagement and accessibility

### Norfolk Association of Local Councils 'Q&A' Sessions

Due to Covid restrictions, the PCC was unable to continue with his tour of the county conducting face-to-face public engagement, so the PCC partnered with the Norfolk Association of Local Councils (NALC) and held a series of virtual 'Question and Answer' sessions throughout 2020 and into early 2021. NALC is a not for profit membership association of parish and town councils and provides specialist information, advice and training.

The meetings were held via an online virtual platform covering all seven districts across Norfolk; with all parish and some town council representatives being invited to ask policing and crime questions of the PCC and the Chief Constable. During the two-hour meetings, each policing district Superintendent provided updates on positive local police action as well as the response to district issues, then members were asked to raise any concerns or ask questions of both the police and the PCC. All meetings were very well attended by members of the local parish councils and this helped the PCC to continue to engage with various communities across the county during the pandemic.





## Precept consultation

There is a duty on the PCC to consult with members of the public, ratepayers and community representatives when setting the policing precept in the council tax. The planning of the public consultation for the 2021/22 precept was significantly affected by the Covid pandemic.

In both the development and conducting of the consultation, the OPCCN had to be responsive to the dynamics of Government guidelines restricting public gatherings and conscious of infection rates fluctuating in Norfolk, which had a direct impact on the traditional methods of consultation engagement used by the PCC.

The consultation period ran from Monday 14 December 2020 until Friday 23 January 2021, with the focus of the consultation being an online survey. During this time the PCC and the Chief Constable held a Norfolk-wide virtual public 'Question and Answer' session to allow for people to raise concerns and ask questions regarding the PCC's precept proposals. The OPCCN worked with various media outlets to ensure that the consultation was promoted and allowed for all members of the public in Norfolk to have their say. Both on the OPCCN website and during various press releases, it was made clear that those residents who did not have access to a computer could be posted hard copies of the consultation documents and survey with a free post returning envelope included in the pack, so that their views could be included too.

The OPCCN worked with a variety of stakeholders to hold focus groups allowing for feedback to be provided from the hardest to reach communities; these focus groups included members of the Norfolk Independent Advisory Group and the Norfolk Youth Commission.

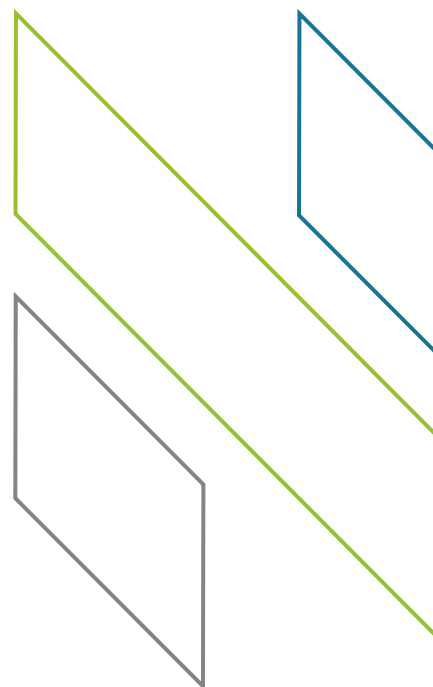


## SECTION 4

# Police and Crime Plan objectives

On 6 May 2021, Norfolk elected Giles Orpen-Smellie as its Police and Crime Commissioner (PCC). As the new PCC, he will design and deliver a Police and Crime Plan, in consultation with residents across Norfolk, and will issue this within the 2021/22 financial year. Whilst that work is ongoing, the Police and Crime Plan 2016 to 2020, and its associated priorities, set by former PCC Lorne Green remains in place. As a result, the following seven priorities continue:

- > 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.



## 4.1 Increase visible policing

### The first priority focuses on:

- > Increasing the number of volunteers in policing
- > Increasing opportunities for the public to engage with the police and the PCC
- > Bringing the community, including, importantly, young people, and the police together to develop more positive relationships
- > Giving people an opportunity to influence policing priorities where they live
- > Increasing public confidence and reduce fear of being a victim of crime.

### Uplift Programme

In September 2019 the Home Office announced a national plan to increase police officers' numbers by 20,000 over three years. The uplift posts would be in addition to the normal recruitment plans required to manage turnover of staff as officers left or retired. A national formula was then developed around the current model used to distribute the police grant with the expectation being that this would ensure the growth in officers was proportionate to the needs of the relevant policing area.

A baseline figure of 1,677 officers was set with the Home Office in order to track the progress of the uplift programme in Norfolk. For the first year the Constabulary was allocated 67 additional officer posts. A joint Norfolk and Suffolk Uplift Board was established to manage the recruitment plans across the three years.

The impact of Covid meant the whole of the recruitment process needed to be redesigned including developing and trialling an on-line assessment with final interviews taking place over Skype. Despite the challenges the recruitment programme has remained on track with the 67 officers being recruited for year one. For year two, Norfolk has been allocated funding for 66 further officers. The figure for the final year of funding has not yet been agreed.

Part of the recruitment plan is strong oversight of the opportunities to broaden the potential recruitment profile to ensure all of Norfolk's diverse communities can consider the police officer role. To that end, a Positive Action Recruitment Advisor has been appointed and their work includes:

- > Supporting Black, Asian and Minority Ethnic (BAME) candidates through the recruitment process
- > Presenting at further education establishments around the county
- > Developing marketing opportunities to encourage potential recruits to consider Norfolk
- > Supporting the local engagement officers to identify and target messaging about the opportunity with local communities.

The work has shown early success. From 1 April 2020 to the 31 March 2021, 3.1% of candidates registered as being from the BAME community. Whilst there is still considerable work to do in this area this figure is a significant increase compared to the preceding 12-month period (1 April 2019 to 31 March 2020) where 1.9% of candidates registered as being from the BAME community.

The Constabulary has carefully considered the initial deployment of the 67 officer posts to ensure they support critical functions or enhance the service to the community. The first year's allocation has supported work which includes:

- > **Operation Moonshot** – three proactive policing teams that work across the county targeting criminality across the road network
- > **Contact and Control Room** – to strengthen the resilience of the service provided to the public at the initial point of contact
- > **Desk based investigators (Operation Solve)** – to improve the timeliness of the service offered to victims of crime
- > **Detective Roles in Safeguarding and Investigations**
- > **Local and Serious Organised Crime Team** – A new policing team focusing its work alongside local neighbourhood teams to combat organised crime groups including County Lines
- > **Rape and Serious Sexual Offences investigators** – with rising demand ensuring a professional service and investigation is available for the most vulnerable victims

## Police Education Qualification Framework

Policing needs to be prepared to meet the challenges of the future, while recognising and developing professionalism across the service. The Police Education Qualification Framework (PEQF) aims to provide access to the knowledge and skills to achieve this through a programme of new routes into the service.

In collaboration with Eastern region forces, Norfolk Constabulary have partnered with Anglia Ruskin University for the delivery of the Police Constable Degree Apprenticeship, a 3-year degree programme and the Degree Holder Entry Programme, a 2-year diploma programme for individuals who already hold a degree.

This step change to the way officer training is delivered is scheduled to go live in Norfolk in early 2022 and the Constabulary is working hard to ensure everything is in place. In addition, there is close working with City College Norwich and other local Higher Education providers on the launch of the Pre-join degree programme, a 3-year programme which is funded by the individual – this is scheduled to go live in autumn 2021.

Both the uplift programme and PEQF are providing exciting opportunities for individuals who may or may not have considered policing, to build a positive professional career in crime prevention and law enforcement.

## Impact of Covid on front line policing

The Constabulary has maintained a strong presence within communities despite the challenges of the Covid pandemic. Beat Managers and Response Officers have continued to patrol their neighbourhoods, providing public reassurance and visible engagement. The presence maintained in communities throughout the pandemic has been enhanced through the support of the Special Constabulary.

Whilst more traditional methods of face-to-face engagement and attendance at community meetings and events has not been possible, there has been the opportunity for an enhanced use of digital platforms for both informal and formal community engagement, including Twitter, Nextdoor, Police Connect and Facebook.

The Safer Neighbourhood Action Panel meetings, which allow communities to set local priorities and hold the police to account, have continued by moving to online platforms. Several policing districts established online 'Ask the Officer' events in response to Covid, providing their communities with the opportunity to raise concerns and ask questions via a 'live chat' approach.

Moves have now begun to re-establish the in-person public consultation and engagement events but the teams will continue to use many of the innovative practices that were implemented in response to the pandemic to ensure that the public are able to contribute, virtually if preferred. The wider and more sophisticated use of technology has enabled the Safer Neighbourhood Teams to reach broader audiences, thereby achieving greater inclusivity and ensuring an enhanced delivery of the core principles of neighbourhood policing.

## Volunteers

Volunteers provide valuable support to the Constabulary across a range of roles including those that carry warranted powers of a Special Constable. They support visible policing as well as providing appreciated support in the background of some of the operational commands.

Throughout Covid, a number of Special Constables were furloughed by their employers. As a result of this they were able to assist with duties and provide additional reassurance and visibility patrols. The Special Constabulary provided their availability to assist with operational planning during the early stages of the pandemic and carried out high visibility patrols in their districts in towns and villages, this included the Special Constabulary Horse Unit.

Recruitment processes were switched to online and induction courses were a mix of online and face-to-face sessions once restrictions were lifted. Although fewer Special Constables have been attested since March 2020 work has been undertaken to keep interest high with online tutorials.

Those Police Support Volunteers (PSV) who didn't carry warranted powers, were initially stood down during the early Covid lockdown period, and, many due to their age and the isolation rules could not volunteer. However, certain functions were identified, for example, delivering Personal Protective Equipment (PPE) around the county, where it was deemed a PSV could assist. In addition, the volunteer force historians and two key PSVs in the CCTV team were able to carry out their roles at home. When the risk circumstances allowed processes were developed for departments to assess the re-integration of their PSVs.

Special Constabulary recruitment is now active again with plans drawn up for 2021/22 and 2022/23. There continues to be a significant number of Special Constables joining the regulars. Police Support Volunteer recruitment is also now active again.

It's been noted that during the pandemic the volunteer community within the country has grown substantially. The Constabulary will look to try and capitalise on this by developing further meaningful opportunities for people to contribute.

A specific update on the contributions Special Constables make to policing the rural community is provided within the text of [section 4.2](#). A specific update on the work of the Speed Watch volunteers is provided within the text of [section 4.3](#) of this report.

## County Lines

'County Lines' is a term used to describe the involvement of organised criminal networks and street gangs in moving illegal drugs from cities to other parts of the UK. The past twelve months has seen some key developments in the Constabulary's response to County Lines and Organised Crime. With the introduction of the Local Serious Organised Crime Team (LSOCT) the Constabulary is equipped to respond effectively with covert and overt policing tactics to identify and disrupt both County Lines and Organised Crime impacting Norfolk.

Due to the vast majority of County Lines that emanate from London, LSOCT along with Neighbourhood Policing Teams and the Metropolitan Police Service have been able to jointly investigate and successfully enforce against a significant number of drug supply lines and bring about custodial sentences that have focussed heavily on those orchestrating the flow of Class A drugs across the two policing areas.

This joint working, known as 'The Orochi Model', has been in place since November 2019. During that time and up until March 2021 it has seen the closure of 42 drug lines and notably all investigations have resulted in a charge and remand of a suspect within hours of arrest. This robust approach has helped protect the public from further harm. Furthermore, due to overwhelming evidence there has been 100% of guilty pleas which has a significant knock on effect in the Criminal Justice System by reducing the resourcing implications of a Crown Court trial.

Whilst LSOCT works to tackle the class A drug supply into the County, the introduction of Project ADDER (Addiction Diversion Disruption Enforcement and Recovery) seeks to address the demand for heroin and crack cocaine at a partnership level. Project ADDER is a £5million package of funding from Home Office and Public Health that takes a system-wide approach to the problem of illegal drugs. It provides extra support to the police enforcement whilst also delivering more money for drug treatment and recovery to help cut drug-related crime and the cycle of drug-misuse linked to reoffending.

## Operation Moonshot

Operation Moonshot consists of three proactive teams covering the East, West and City of Norwich with access to equipment to provide a highly visible policing presence. Their purpose is to deny criminals the use of the road network and their deployments and targets are intelligence led.

Each team has eight proactive officers linked to an investigation support role with the team led by a sergeant. On average three marked vehicles work from each location on any standard day. The teams work on a flexible shift pattern and are often called upon at short notice for operational reasons. The teams are currently undergoing additional driver training in order to work more closely with specialist officers within Road Policing.

The teams proactively use Automatic Number Plate Readers (ANPR) systems to support their efforts. The key headlines for 2020/21 are as follows:

- > 4,089 vehicles stopped – an average of 13 cars stopped a day.  
1 in 5 vehicles stopped ends up with an arrest
- > 503 vehicles seized – 1 in 4 vehicles stopped are seized
- > 815 arrests made – 405 of which were charged with offences
- > 59 custodial sentences and 39 suspended sentences, equivalent to over 100 years of imprisonment
- > 190 disqualification periods – charged and found guilty adding up to 300 years' worth of bans
- > £79k in fines
- > £851k in property recovered and £251k in cash seized
- > Drugs with an estimated street value of £233k recovered.

**An example of the work the Operation Moonshot team do:**

The team during proactive patrol noticed a vehicle in a suspicious location with a male sat in the driving seat. Upon approach to the vehicle it made off. Following a short pursuit, the occupant decamped from the vehicle and following a foot chase was detained. The male was identified, checked and arrested as he was confirmed as wanted for a high value money laundering offence as well as being found in possession of suspected controlled drugs. The officers when searching found with the male, £5,000 and 350 wraps of what was later identified as heroin and cocaine. In addition, his vehicle was later identified as a stolen vehicle on false plates, when searched, found in the boot were an additional 14 sets of cloned number plates. The investigation culminated in further arrests, further searches and charges for two people involved in the supply of drugs and money laundering. Those involved received a total of 56 months imprisonment.



## Drones

The Constabulary's drone capability is embedded within a multi-disciplinary team that is responsible for rural policing across the County. The team continue to be supported by pilots from the Norfolk Fire and Rescue Service and an uplift of officers from local policing who provide resilience to maintain drone support seven days a week.

The Constabulary has invested in new technology with the introduction of a multi-purpose drone that provides greater capacity in urban settings, flexibility to withstand adverse weather conditions, and includes a state-of-the-art camera that significantly improves search capability. Further additions to the fleet include an indoor drone to support specialist teams and the purchase of a fixed wing drone that will significantly increase the time and range of flight.

Work with Norfolk Fire and Rescue Service has continued with joint training, operational support at large scale incidents and shared assets to improve the capability and capacity of each service.

The deployment figures represent further increases over the past twelve months with significant demand for Missing Persons and supporting specialist teams investigating crime. One new area of work has been the introduction of new technology that enables 3-D modelling of crime scenes to support serious and major crime investigation.

### Drone deployments in the past twelve months

Month	Pre-planned	Spontaneous
April	16	86
May	78	184
June	22	123
July	32	88
August	16	107
September	18	70
October	19	79
November	21	84
December	25	91
January	22	87
February	29	114
March	31	113
<b>Total</b>	<b>329</b>	<b>1,226</b>

#### An example of the type of work the Drone Team undertake:

An elderly male with Parkinson’s disease had gone out for a walk one evening unprepared for the weather and without his phone. He was classified as a high-risk missing person. After an unsuccessful ground search, by attending officers, the drone was deployed and quickly found him tangled in barbed wire in a hedge. He was cold and falling in and out of consciousness. The drone officer guided officers on the ground to the man’s location. The ability to scan the area from the air was invaluable in locating the male.

## Community Engagement and Confidence in Policing

The Constabulary previously received routine results from the Crime Survey of England and Wales (CSEW) as well as an existing service-user satisfaction assessment. Currently though, due to the survey size of the CSEW it can be challenging to understand the underlying issues affecting public perception. Furthermore, due to Covid restrictions, face-to-face surveys by a researcher in the home of the participant have not taken place since March 2020 and are now being undertaken by telephone. This has resulted in no recent CSEW confidence data being published – the interim telephone survey methodology does not generate sufficient sample sizes to provide an assessment at police force level, and prevents some questions being asked that would ordinarily have featured in the face-to-face interviews.

There is currently no indication as to when, how or if the survey will return to its previous format, but it is likely that this data will not be produced for the foreseeable future.

Before the impact of Covid on the CSEW surveys, the overall confidence rates recorded for Norfolk were decreasing against the long-term average. However, Norfolk was in line with the national decreasing trend, and had a higher percentage of the population expressing confidence in the police than at a national level (the force ranked 14 for this indicator as of March 2020). Similarly, the percentage of people who agreed that the force was dealing with community priorities had also decreased compared to the long-term average, although again this was in line with a national decrease. Whilst there is no further information from the CSEW surveys, the Constabulary's local public perceptions survey began in the middle of 2019 and has produced some positive results, indicating that since Quarter 2 of the financial year 2019/20 the level of confidence in the police has been increasing, and is currently 85% (for the twelve months ending March 2021).



## Public Perceptions Survey

In an effort to develop a more detailed understanding of the views of the local community on policing matters, a community perceptions survey is now in its second year and is beginning to generate rich insight into the perceptions of the public on a number of key policing and personal safety matters. The data is available at county and district level, identifying local trends that indicate either areas to improve or where best practice could be shared. 150 surveys per district are conducted per quarter.

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

- > Feelings of safety
- > Police visibility and presence
- > Perceptions of crime and anti-social behaviour
- > Police engagement with local communities
- > Experiences of victims of crime
- > Dynamic issues that are particularly relevant at any one time (for instance, the introduction of body worn videos).

The question sets have been developed on the back of similar surveys successfully implemented in other force areas.

The results will be incorporated into the County Policing Command (CPC) neighbourhood policing strategy to help guide and inform tactical work to maintain the positive outcomes and focus on the areas for improvement. The CPC commander is currently assembling a working group to develop the action plan. The plan will be to include communication opportunities, both internally and externally and help develop better ways of engaging with the public.

Headlines from the last public perceptions quarterly data (twelve months ending March 2021) are below. These figures are based on 4,200 surveys which were conducted over this period, 600 per district.

- > 90% of respondents think police are doing a good or excellent job
- > 85% of respondents indicated they had confidence in the police in their local area
- > 87% of respondents indicated they were confident they would get a good service if they reported a crime or incident
- > 92% of respondents felt the police would treat them with fairly and with respect
- > 98% of respondents felt safe in the local hours during daylight hours. This drops to 78% after dark
- > 69% of respondents felt police understood the issues affecting their community.

## Performance metrics

### Increase visible policing in Norfolk

Indicator	Last 12 months <sup>1</sup>	Long term averages <sup>2</sup>	Difference
Actual Strength: Police Officers	1,656	1,480	+11.9%
Actual Strength: Police Staff	1,221	1,099	+11.1%
Actual Strength: Special Constabulary	175	190	-7.9%
Actual Strength: Police Volunteers	108	126	-14.3%
Funded Strength: Police Officers	1,612	1,466	+10%
Funded Strength: Police Staff	1,248	1,074	+16.2%
% of Police Officer Funded Strength available for front line duties <sup>3</sup>	90.0%	89.9%	+0.1%
% of people who agree that they have confidence in police (CSEW) <sup>4</sup>	Data currently unavailable		
% of people who agree that police deal with community priorities (CSEW) <sup>4</sup>	Data currently unavailable		

1 The date range for the last 12 months was 01/04/2020 – 31/03/2021.

2 The date range for the long-term average was 01/04/2017 – 31/03/2020.

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

4 Due to methodology and output changes due to Covid, there have been no police force level csew confidence data releases since March 2020. The interim telephone survey methodology does not generate sufficient sample sizes to provide an assessment at police force level, and prevents some questions being asked that would ordinarily have featured in the face to face interviews.

There is currently no indication as to when, how or if the previous survey format will be reintroduced, but it is likely that this data will not be produced or accessible for the foreseeable future. The Constabulary regularly check for further updates and this document will be updated as and when such updates are provided.

## 4.2 Support rural communities

### The second priority focuses on:

- > Prioritising rural crime with a greater commitment to new ideas and joined-up approaches
- > Increasing confidence of rural communities
- > Increasing levels of crime reporting in rural communities.

As a rural county, one of the Constabulary's core values is ensuring a commitment to rural communities, to focus on their concerns and continue to be visible and responsive to rural crime trends.

In addition to a physical presence the Constabulary is also looking to support communities with an increased digital and online presence across social media platforms, including Twitter, Facebook and Nextdoor.

The number of subscribers to the Operation Randall newsletter has increased from 1,583 in March 2016 to 2,613 in March 2021. The newsletter is also disseminated by several partners through their own networks, including:

- > National Farmers Union
- > Country Land and Business Association
- > Diocese of Norwich
- > Norfolk County Farmers.



Norfolk Constabulary is well supported by the Special Constabulary who dedicate time to rural policing to enhance visibility and patrols undertaken by regular officers. Members of the Special Constabulary are trained volunteers who bring a wealth of support and skills and who have all the powers of regular police officers.

For the past twelve months the level of Special Constable support has increased by 75.5% compared to the long-term average, to an average of 221 hours a month being spent on rural policing. Whilst this is a significant and welcomed increase compared to the long-term average, it is attributed to a proportion of specials increasing their hours whilst on furlough. It is expected that this figure will over time decrease in line with members returning to their normal occupations. The officers are well versed in the requirements of the rural aspect of the county and have been key to improving visibility and engagement during this period. Their eight trained drone pilots support a range of rural activity whilst the three horses and officers of the mounted division have been pivotal in supporting community engagement and conducting pro-active patrols in rural areas that have been impacted by hare coursing and thefts.

The proportion of rural emergencies responded to within target time has risen overall when compared to the long-term average. This is in line with a decrease in the volume of 999 calls received over the last twelve months compared to the long-term average. Across the county in the current twelve-month period there have been almost 2,000 fewer 999 calls compared to the long-term average. This is despite August 2020 logging the highest number of 999 calls the Constabulary had received in the last five years (11,842).

Most districts have experienced increases in rural emergency response rate over the last twelve months, when compared to the long-term average. The only districts which have experienced a decrease are Breckland (-0.4 percentage points) and Broadland (-0.3 percentage points). The opening of Broadland Northway has created a new demand for policing across Broadland where previously there was none, this includes responding to incidents and road traffic collisions, many of which are classed as emergencies.



## Operation Randall

The rural policing agenda for the Constabulary is delivered by the Operation Randall team who adopt a Neighbourhood Policing approach to tackling rural crime in Norfolk. A dedicated Operation Randall Constable, based in Community Safety is a central coordination point and pulls together the good work, initiatives and engagement undertaken by all rural beat managers and officers based across Norfolk. The officer is supported by a multi-disciplinary team that have additional responsibility for:

- > Licensing
- > Metal theft prevention and enforcement
- > Co-ordination of unauthorised encampments
- > Specialist drone deployments for the county.

Working to support the wider Neighbourhood Policing Strategy, the Operation Randall team continue to prioritise engagement with rural communities and have adapted their approaches to accommodate the restrictions imposed through the Covid pandemic whilst maximising reach across the county.

In March 2021 the Chief Constable hosted an online Operation Randall rural briefing. Joined by the PCC and members of the Constabulary's Operation Randall team, the online event attracted over 50 attendees. Traditionally these have taken place in a rural setting/location such as a barn, however the online platform attracted a wide cross section of members of the Rural Community who received a briefing from the Operation Randall Inspector, a report from the PCC and the Chief Constable. The meeting concluded with an open question and answer session to address any specific concerns or issues.

The Operation Randall team have continued to produce a monthly newsletter covering updates relating to crime prevention, initiatives and results, and details of engagement events across the county. The newsletter is disseminated to over 2600 subscribers though many of those hold organisational positions (such as parish councils) and forward the newsletter to much wider audiences.

With opportunities for traditional face-to-face engagement impacted by the Covid restrictions, the team have utilised a range of online and digital platforms to facilitate engagement. The Operation Randall twitter account ([@RuralCrimeNFK](#)) currently has 2,726 followers and is carefully managed by the dedicated rural officer and provides an instant online engagement tool to provide fast updates on rural matters often focussing on crime prevention and initiatives.

The team continues to utilise a WhatsApp account. The account is not used for crime reporting but has proved very useful for engagement and forming relationships with specific members of the rural community who are able to converse directly with the dedicated Operation Randall Constable. The account has been used to share information regarding events, incidents and operations.

More traditional media messaging is also utilised, for example, in recent times the team responded to the community concern around the theft of dogs that was being picked up on social media. The team produced briefing updates and good practice advice and ensured that this was circulated to the public and provided advice and guidance through local radio and newspapers to offer reassurance on this emotive subject. In addition, the team has a representative on a national working group that is monitoring these matters.

Working with partners, stakeholders and neighbouring forces, the Operation Randall team have a close oversight of all rural crime and intelligence thereby ensuring that all policing activities are targeted according to the needs of rural communities, taking account of threat, risk, harm and vulnerability. Whilst the Covid pandemic has impacted the ability for traditional engagement, it has not hampered enforcement opportunities with a number of operations and targeted activity taking place in the past twelve months.

## Community Rural Advisory Group

The Community Rural Advisory Group (CRAG) has been running for several years and brings together stakeholders from across the rural community on a quarterly basis to discuss emerging and ongoing issues with the aim to provide a partnership response. In March 2020 the CRAG migrated to an online platform and increased the frequency of the meetings to monthly and provided an opportunity to discuss emerging community concerns and to formulate partnership responses in a more efficient and effective way.

Organised and chaired by the Constabulary the group works on behalf of the community and the police are regularly joined by key stakeholders such as Trading Standards, Environment Agency, Royal Society for the RSPCA, National Farmers Union, County Land and Business Association, Norfolk Fire & Rescue Service (NFRS), the OPCCN and a number of prominent members from the Rural Community.

Using the new virtual meeting space, there has been a significant increase in attendee numbers in comparison to the pre-Covid arrangements, as well as new stakeholders joining such as regional and national leads from the Crown Prosecution Service (CPS). Topics covered by the CRAG in the last 12 months have included:

- > Demonstrations at the Norwich Cattle Market
- > Hare Coursing
- > Mental Health in Rural Communities
- > Theft of GPS devices from farm vehicles
- > Fly tipping.

## Operation Galileo

Hare coursing is a recurring problem across many counties of the UK. Norfolk Constabulary has worked hard to combat this under the banner of Operation Galileo focussing on the four strands:

- > Intelligence
- > Enforcement
- > Reassurance
- > Prevention.

The Constabulary has been a key stakeholder in developing a co-ordinated approach with prevention and enforcement activity taking place across the region. The outcome of that effort has resulted in a 50% decrease in reported incidents for hare coursing in Norfolk over the recent 2020/21 season (from September to March) compared to the year before. The team have worked closely with Suffolk, Cambridgeshire, Lincolnshire and a national CPS lead for rural crime to utilise alternative legislation to target this criminality. This approach has had a significant impact with improved outcomes as follows:

- > 35 Community Protection Warnings were issued placing restrictions on activity associated with hare coursing. There were no recorded breaches during the past twelve months
- > 19 people were arrested and 17 have been charged with either Hunting Act Offence or Trespass in Pursuit of Game
- > 4 people have voluntarily attended a police station for interview and were all charged with Hunting Act Offence
- > 8 people were interviewed at the roadside and were charged either with Hunting Act Offence or Trespass in Pursuit of Game.

The team have also worked closely with CPS and the Courts to improve the number of confiscation orders for dogs used in hare coursing. This co-ordinated effort has seen a 54% increase in the number of dogs seized from 24 in 2019/20 to 37 in 2020/21. For reassurance, all dogs seized are rehomed through trusted organisations.

## Unauthorised encampments

The Constabulary's response to unauthorised encampments has continued to improve through the provision of a dedicated officer whose role involves creating, maintaining and improving relationships within Gypsy Romany Traveller communities, partner organisations and neighbouring forces whilst using the information gained to manage risk and vulnerability associated with unauthorised encampments. They have played a lead role in the improvement of traveller sites in the county, working with partners to house numerous families, improving their quality of life and minimising impact to wider communities and public resources.

Operation Stanwick is an agreed county-wide protocol that sets the required policing response to unauthorised encampments and the development of better partnership working across local authorities and associated stakeholders. The introduction of additional actions for attending officers and improved information sharing between partners has improved the management of risk and seen a 50% reduction in the number of recorded encampments over the past twelve months.

Other targeted activity and operations of note over the past year have included the following:

- > **Operation Traverse** – Working with the fisheries and environment agency the team have conducted five action days targeting illegal fishing, poaching and damage caused to endangered stocks of fish and wildlife.
- > **Operation Cronos** – Is the Constabulary's dedicated response to Heritage Crime and metal detecting. Several pro-active patrols were conducted by the team with drone support.
- > **Scrap Metal** – The team continue to work closely with partners under Operation Dovecote which is the county response to target scrap metal offences. Regular joint visits to scrap metal dealers have been conducted through the year and there has been a co-ordinated two weeks of targeted activity in line with national campaigns in October 2020 and early April 2021

> **Raise the Alarm** – To combat a rise in lead theft from church buildings in 2017, the OPCCN in partnership with the Bishop of Norwich, Norfolk Churches Trust, All Churches Trust and the Round Tower Churches Society contributed over £250,000 to install a network of alarms to protect vulnerable church buildings across the county. Additional alarms have been installed in the past twelve months and there has been only one reported theft of lead from churches in the county (this church was not alarmed).

Vulnerable churches that are considered at risk are regularly visited by members of the Special Constabulary as part of their high visibility patrols across key rural sites.

## Performance metrics

### Support rural communities in Norfolk

Indicator	Last 12 months <sup>1</sup>	Three-year averages <sup>2</sup>	Difference
Number of subscribers to Operation Randall Newsletter	2,613	2,520 <sup>3</sup>	+3.7%
Number of hours spent on rural policing by Special Constabulary	2,654	1,512	+75.5%
% of rural emergencies responded to within target time	88.5%	87.6%	+0.9 p.pt

1 The date range for the last 12 months was 01/04/2020 – 31/03/2021.

2 The date range for the long-term average was 01/04/2017 – 31/03/2020.

3 This figure is the previous number of subscribers in October 2020 (the last occasion this priority was updated).

### Percentage of rural emergencies responded to within target time

Area	Last 12 months <sup>1</sup>	Three-year averages <sup>2</sup>	Difference
Kings Lynn & West Norfolk	84.4%	84.2%	+0.2 p.pt
Breckland	88.5%	88.9%	-0.4 p.pt
North Norfolk	89.0%	87.5%	+1.5 p.pt
South Norfolk	88.5%	87.8%	+0.7 p.pt
Broadland	87.3%	87.6%	-0.3 p.pt
Great Yarmouth	94.9%	94.0%	+0.9 p.pt

<sup>1</sup> The date range for the last 12 months was 01/04/2020 – 31/03/2021.

<sup>2</sup> The date range for the long-term average was 01/04/2017 – 31/03/2020.

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

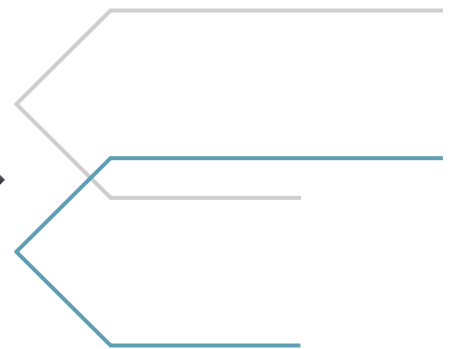
## 4.3 Improve road safety

**Working with the Norfolk Road Casualty Reduction Partnership, the third priority focuses on:**

- > Tackling dangerous driving through education and enforcement
- > Reducing speeding in rural villages and communities
- > Reducing killed and serious injury collisions caused by the Fatal 4 (speeding, using a mobile phone whilst driving, not wearing a seatbelt, driving while under the influence of drink or drugs).

Road safety is a key policing objective for Norfolk Constabulary as well as the National Police Chiefs Council (NPCC), who identify road safety as a key priority and their three-year strategy 2018–2021 has the 'Safer Systems Approach' at its core.

The Norfolk Road Safety Partnership (NRSP) consists of representation from several key partners from Norfolk County Council Highways, Norfolk County Council Public Health, Norfolk Constabulary, the OPCCN, Norfolk Fire and Rescue Service (NFRS), East of England Ambulance Trust and Highways England.





The Constabulary is represented at the NRSP through a governance structure that consists of a Road Safety Strategic Board (this includes both Police and the OPCCN) and, sitting beneath it, an Operational Safety Group. Together, these groups deliver a joint, multifaceted approach to road safety. The strategic board in 2020 moved away from its longstanding set of performance targets. They have now adopted the 'Safer Systems Approach', consistent with the national direction from the NPCC. The NRSP now identifies its key objectives as:

- > Develop a road safety strategy, incorporating key priorities
- > Oversee and promote close partnership working across the county, including joined up commissioning plans and the use of resources to improve the quality, range and cost effectiveness of interventions provided
- > Ensure that planning is evidence based and underpinned by joint intelligence, data and identification of local needs
- > Monitor interventions and scrutinise performance where possible to understand the impact of partnership action
- > Ensure active participation of key stakeholders as appropriate
- > Promote effective engagement with both road users and members of the local community in the development and monitoring of activities
- > Implement an approach which increases public confidence in the safety of travelling on Norfolk Roads.

In order to focus its policing response, the Constabulary has reviewed its governance of road safety, and as a result has developed a new Joint Norfolk and Suffolk Safer Roads meeting. This meeting brings together partners and Police into a tactical setting – this provides partners the opportunity to analyse data and understand any themes and specific locations relating to Killed or Seriously Injured (KSI) incidents in Norfolk. When specific risks are identified plans are generated with appointed owners to develop measures to tackle the issue. These plans can include public messaging and the use of technology, such as speed detection devices.

## Safer systems approach

The safer systems approach sets out the principles that promote road safety and reduce the likelihood of collisions. The work focuses around safe roads, vehicles, users and speeds. Further details relating to safer systems can be found on the Parliamentary Advisory Council for Transport Safety here: [www.pacts.org.uk/safe-system](http://www.pacts.org.uk/safe-system)

**Safe Roads** – The partnership invests in initiatives to treat known collision sites adopting an evidence led approach through Accident Investigation Studies (AIP) to deliver change, undertaking road safety audits on new highway schemes and safe use of the highway network, whilst monitoring collision data to enable the partnership to react to current trends.

**Safe Vehicles** – Norfolk Constabulary has supported the national campaign calendar focused on the 'Fatal 4', as well as local work focused on vehicle safety standards and manner of driving. NRSP promotes alternative modes of transport, such as walking and cycling for shorter journeys to reduce traffic levels on the county's roads. The use of technologies is also promoted.

**Safe Road Users** – The partnership utilises educational tools for existing and future road users with the 'Safe Rider' initiative and Young Driver Education programme. In addition to this, Close Pass events are held, raising awareness of vulnerable road users (pedestrians and cyclists) with the options of enforcement, education and engagement.

**Safe Speeds** – The NRSP supports parish councils to reduce speeds within communities by developing speed management measures and assisted funding to purchase road safety signs (SAM2). The safety camera partnership, Norfolk Constabulary and Community Speed Watch Teams provide a visible presence utilising engagement and enforcement tools, to reduce speeds on Norfolk's roads.

## Killed or Seriously Injured incidents

Nationally the number of KSI collisions has reduced since the 1970's, with substantial reductions between 2006 and 2010. However, since 2016 there has been a rise in KSI and the increases in Norfolk are in line with the national long-term trends.

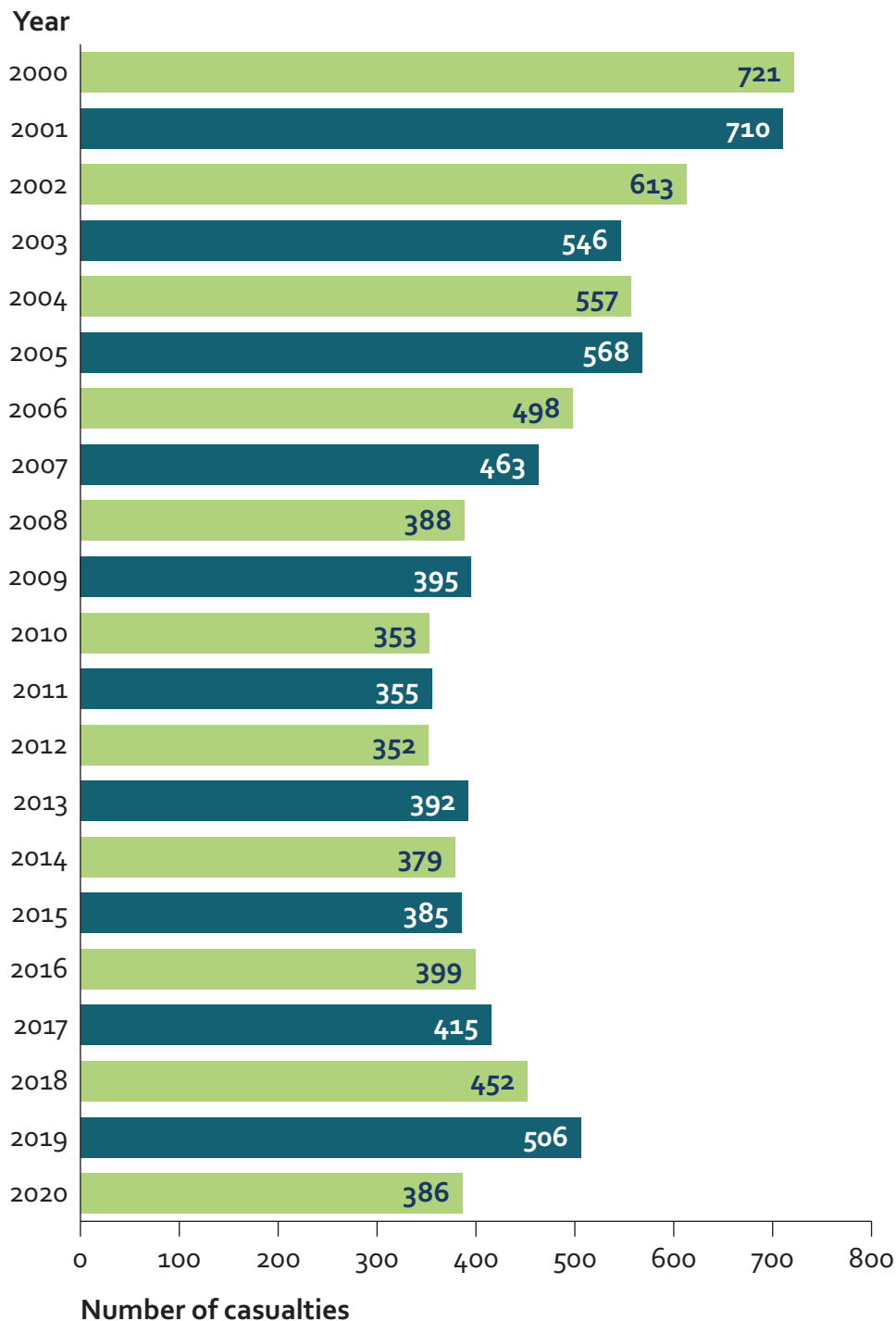
Traffic volumes on the road network are increasing and it is felt that this may be partly responsible for the numerical increase in KSIs. Another potential influence on the data is the 2016 adoption of a better recording process for collision data using the Department for Transport's CRASH (Collision Recording and Sharing) system. With the CRASH software, once an officer records the type of injuries suffered by the casualty, the system automatically records the severity classification.

In July 2020 Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) released a report following a review of Roads Policing in England and Wales. Whilst Norfolk Constabulary was already complying with many of the recommendations, progress on all actions is monitored within a newly refreshed Road Safety Delivery Plan, with oversight and scrutiny provided at the monthly Joint Safer Roads Board.

The annual report on road casualties in Great Britain 2019 from the Office of National Statistics indicates that the rate of fatalities per billion vehicle miles for 2019 reduced by 4% from the figure in 2018. There was a total of 153,158 casualties of all severities in reported road traffic accidents in 2019. This is 5% lower than in 2018 and is the lowest level since 1979 when current measures were introduced. The national trend in the number of fatalities has remained broadly the same since 2010. Previously, and particularly between 2006 and 2010, the general trend had been to see a decrease in fatalities. Since that point, most of the year-on-year changes can generally be explained by one-off causes (for instance, extreme winter weather in 2010). The evidence points towards Britain currently experiencing a period where the fatality numbers are broadly stable. Similarly, there has been a national trend of decreasing numbers of serious injuries in road traffic accidents recorded since 2010.

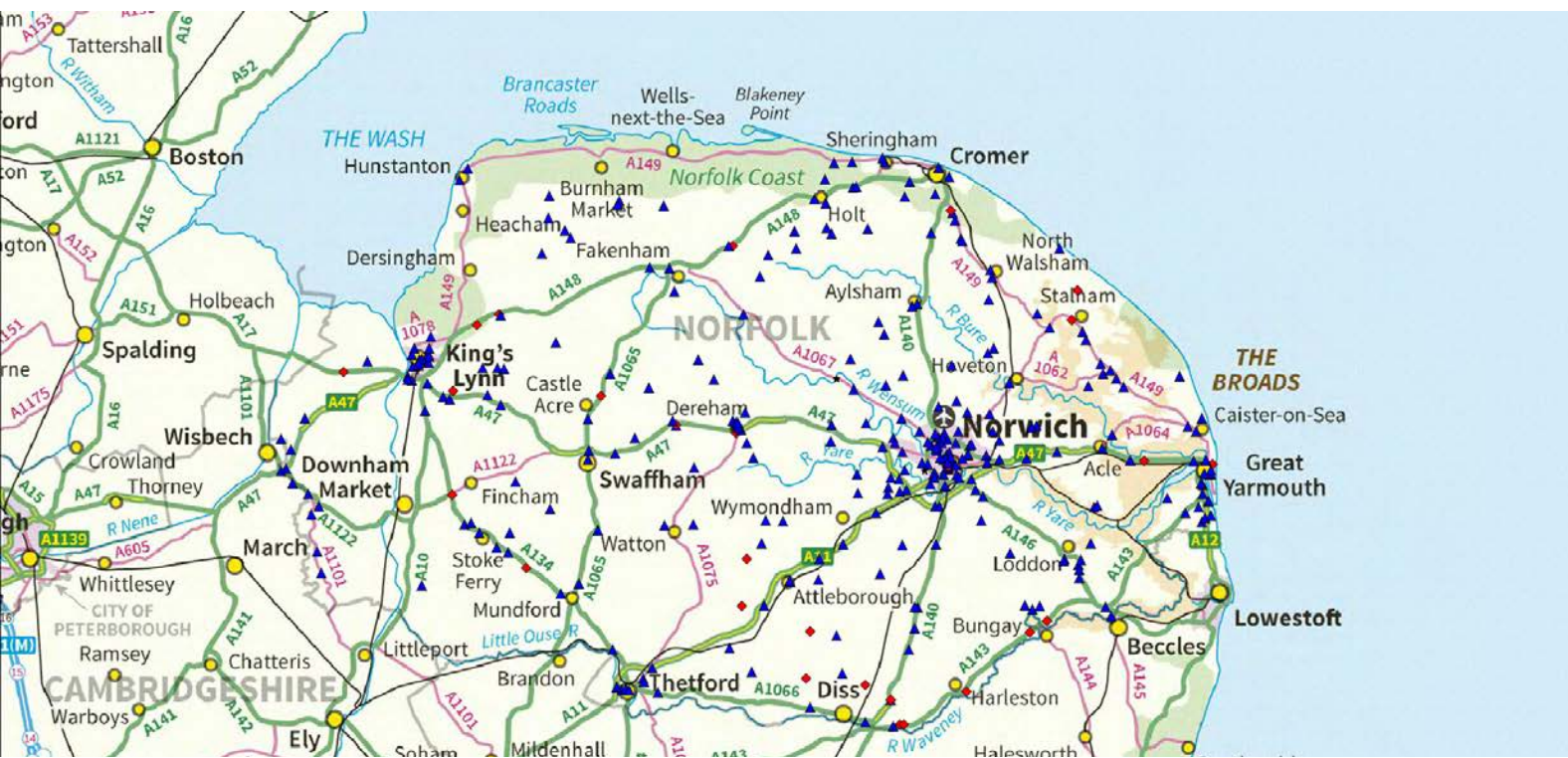
As the chart below shows, since early 2000 the number of people killed or seriously injured on Norfolk roads has almost halved, from 721 in 2000 to 396 in 2020 when looking at the data per calendar year. This represents a 45% reduction in KSI road users, despite an increase in the number of vehicles on our roads and the distance travelled by those vehicles.

### Norfolk road KSI casualties since 2000



Over the last 20 years, many of the collision hotspots and dangerous stretches of road have been improved, along with increased enforcement and visibility in those areas. This has meant the KS1 reduction, as a result of roads engineering and positive interventions, has plateaued. The focus in road safety has therefore widened from making the roads safer, to also encouraging people to use them more safely.

The map below shows the location of all KS1 collisions in Norfolk that occurred between the 1 April 2020 and 31 March 2021.



Fatal collisions are represented by a red diamond and serious collisions a blue triangle. The majority of KS1 collisions occurred in the urban areas of King's Lynn, Norwich and Great Yarmouth, as well as on the main 'A' roads.

## Vulnerable road users

Vulnerable road users include pedestrians, cyclists and powered two wheelers (such as motorbikes and mopeds). For the past twelve months, 52% of KSIs involved vulnerable road users. Furthermore, a disproportionately high number of motorcycles are involved in KSI collisions, as 20% of KSIs recorded in Norfolk involved a motorcycle. This is in line with the national figure for 2019 in which motorcyclists accounted for 19% of road deaths. The Constabulary continues to work closely with partners to target this vulnerable group.

The Road Casualty Reduction Team is a partnership funded team of police motorcyclists in Norfolk who focus on education and enforcement, examples of their activities include the popular 'Safe Rider' workshops for motorcyclists and the 'Close Pass' initiative.

Close Pass events are delivered by the Constabulary in response to pedal cyclists' representation in KSI figures. Covid restrictions limited efforts to only one event in the past twelve months but the operation has now recommenced. This initiative involves police officers in plain clothes on pedal cycles with evidential video recording equipment. When a motorist fails to give enough room to the police cyclist they are identified and stopped by a police motorcyclist where the offence is pointed out to them. As an alternative to a Careless Driving prosecution they are given the opportunity to, there and then, participate in a virtual reality lesson to educate them around the dangers of passing too closely to cyclists. Normally each event leads to 15–25 stops.

In April 2020 as part of the 2-Wheel Campaign Norfolk Constabulary engaged with several motorcyclists, issuing 20 Traffic Offence Reports for offences associated to the riding of powered two wheelers. This campaign included engagement and enforcement with e-scooter riders with three e-scooters being seized.



## The 'Fatal 4'

The Constabulary focuses efforts with partners to target what is referred to nationally as the 'Fatal 4':

- > Not wearing a seat belt
- > Using a mobile phone
- > Drink/drug driving
- > Speeding.

Fatal 4 offences are identified as the main causation factors that contribute to KSI and therefore are the focus of the police in terms of enforcement and education. Although failure to wear a seatbelt does not necessarily cause collisions, it can heavily influence the severity of injuries suffered by driver or passenger.

## Enforcement campaigns and activity

Norfolk Constabulary conducts robust enforcement activity in support of the NPCC National Roads Partnership Calendar which is coordinated with the National Roads Policing Intelligence Forum. This calendar identifies key dates throughout the year where particular road safety campaigns are promoted nationally. These campaigns not only address the 'Fatal 4' but also the wider road safety work and Commercial Vehicle Enforcement. Campaigns participated in during 2020/21 included:

- > **April** – 2 Wheel Operation
- > **May** – Fatal 4 National Speed Operation
- > **June** – Fatal 4 National Seatbelt Operation
- > **September** – One Road One Week/Project Edward
- > **October** – Tyre Safety Week/No Insurance Week of Action
- > **November** – Vulnerable Road Users/Brake Road Safety Week
- > **December** – Fatal 4 National Alcohol and Drugs Operation
- > **February** – Fatal 4 Using a mobile phone whilst driving campaign
- > **March** – Commercial Vehicle Week.



In addition to focusing on the 'Fatal 4' as part of enforcement, there is also a focus on vulnerable road users built into local activity. For example, in June 2020 as part of the NPCC Seat Belt Campaign a total of 134 Traffic Offence Reports (TORS) were issued for other matters. During the focus on mobile phones in February 2021, 22 TORS were issued for other matters.

In addition to national days of action, Norfolk's Roads and Armed Policing Team take ownership for developing local multi-agency enforcement days, utilising check site deployments with a variety of Police resources such as Norfolk and Suffolk Roads and Armed policing resources, Road Casualty Reduction Teams (RCRTS) and local policing teams including Operation Moonshot, along with key partners such as Her Majesty's Revenue and Customs (HMRC), Driver and Vehicle Standards Agency and Trading Standards.

Action days were held in August 2020 (Diss), October 2020 (Norwich) and March 2021 (Thetford), with the following results:

- > 109 vehicles escorted to the check site
- > 96 Traffic Offence Reports issued
- > 2 arrests
- > 6 vehicles seized.

The Constabulary made a strong contribution to the national Christmas Drink and Drug Drive Campaign and despite the Covid restrictions in place at the time administered almost 800 breath tests, an increase of over 30% on the previous year. As the table below shows, the number of positive (failed) breath tests decreased despite an increase in breath tests conducted. The decrease was due to limited testing capacity in external laboratories.



The table below shows the results from the past two campaigns:

<b>NPCC Christmas Drink and Drug Drive Campaign Returns</b>	<b>2019</b>	<b>2020</b>	<b>Difference</b>
<b>Breath tests administered</b>	613	798	30%
<b>Positive (failed)</b>	95	46	-52%
<b>Negative (passed)</b>	518	752	45%
<b>Drug wipes administered</b>	100	31	-69%
<b>Positive (failed)</b>	82	28	-66%
<b>Negative (passed)</b>	18	3	-83%
<b>Failed to provide (breath test or drugs wipe)</b>	15	8	-47%
<b>Driving whilst unfit through drink or drugs</b>	22	4	-82%

The Constabulary has secured continued funding for the Young Driver Education Coordinator. The role is dedicated to educating young people targeting 15–19 year-olds in all aspects of road safety. The input provided adapts to new and emerging issues, for example e-scooters, as well as dealing with long established dangers around the 'Fatal 4'.

Covid presented significant challenges in delivering this work including the IMPACT campaign which concluded in 2020 and is now subject to review. Online facilities and virtual presentations afforded the opportunity to continue engaging with youngsters and despite school closures, 74 sessions were delivered to almost 2,000 young people. This is lower than the usual numbers of participants per year (average attendees 2013–20 was 9,558 a year). However, relationships with Norfolk schools remained very strong and it is anticipated that (subject to any further lockdown measures) demand for the Young Driver Education Course will significantly increase during 2021/22.

Whilst the IMPACT campaign concluded in its original format, the road safety messaging has continued through the presentations on the programme. The Constabulary, in partnership with Norfolk Fire and Rescue Service and East Anglian Ambulance Trust, are developing and scoping young driver education which includes an initiative that highlights the dangers of moving in and around large vehicles as either drivers, pedestrians or cyclists. This work continues and incorporates road safety education and engagement with Norfolk’s youngsters with emergency services and partners working collaboratively to keep Norfolk’s youngsters safe on the roads.

### Norfolk Safety Camera Partnership

The Norfolk Safety Camera Partnership continues its work in delivering driver education courses and enforcing speeding offences. In addition, the Constabulary reviews data on collisions on a monthly basis which is then used to target ‘hotspot’ enforcement. There is a network of 23 fixed speed camera sites and three average speed systems, supported by the deployment of mobile speed enforcement vans and Community Enforcement Officers who operate predominantly within 30mph and 40mph speed limits with locations selected based on public concern supplemented by speeding data analysis.

Speed enforcement continued during the Covid period. The table below shows the number of speeding offences recorded from fixed, average and mobile enforcement during the last twelve months compared to the previous year’s data. Despite the events of the last twelve months the county has seen an increase in offences reported overall, and most notably the introduction of an additional ‘average speed system’ has significantly increased detection rates.



## Offences reported

Speed enforcement method	2019/20	2020/21	Difference
Fixed camera sites	25,686	21,307	-17%
Average speed cameras	1,727	4,590	165%
Mobile vans	12,344	14,000	13%
Community Enforcement Officers	9,783	10,899	11%
<b>Total offences</b>	<b>49,540</b>	<b>50,796</b>	<b>3%</b>

In terms of positive outcomes arising from enforcement activity there have been some significant challenges presented by the pandemic, as demonstrated by the chart below. For example, the speed awareness courses were initially suspended before being moved online. Despite a significant effort to ensure a comparable number of courses were available, regrettably an unavoidable backlog was created, with 5,589 offences unable to be processed. In keeping with criminal prosecutions, court prosecutions for speeding have also been delayed due to logistical challenges brought about by the pandemic.

## Disposal

Speed enforcement disposal	2019/20	2020/21	Difference
Courses attended and completed	88,888	24,100	-2%
Fixed Penalty paid	14,638	13,296	-9%
Prosecuted	4,346	3,416	-21%
Cancelled	5,976	4,395	-27%
<b>Not yet completed</b>	<b>0</b>	<b>5,589</b>	

It is worth noting that on average 22% of drivers caught speeding were not eligible for a speed awareness course as they had previously been caught speeding within the last three years.

## Community Speed Watch

Community Speed Watch (CSW) in Norfolk is a scheme managed and funded by the Safety Camera Partnership. Through this funding a full-time coordinator is employed to ensure consistent delivery and service to all the teams throughout the county. In addition to the day-to-day management of the teams, the coordinator also arranges the distribution of equipment and, in conjunction with members of the Special Constabulary, delivers roadside training to the CSW teams. Work throughout lockdown periods in 2020 and 2021 has allowed the administration team to standardise documentation and develop online self-help packages for training via the website.

It is important to note that volunteering during the global pandemic was restricted by Government regulations and this included police volunteers. Unfortunately, this meant that there were large periods where the CSW teams were unable to conduct checks, which in turn had a significant detrimental impact on the volume of checks conducted and letters sent. Since the relaxation of lockdown conditions, the CSW initiative has restarted with vigour, and teams have adapted well to working with the new social distancing and Covid regulations. There are currently 94 CSW teams, 67 of which have re-commenced activity since the relaxation of lockdown measures, with a further six teams still in the training phase but due to become active soon.

Below is a table illustrating the current number of active CSW teams and the number of letters sent out to motorists caught speeding, per calendar year.

### Community Speed Watch

Actions	2016	2017	2018	2019	2020	2021
Active teams	51	73	91	91	88	67
Letters sent	6,506	10,026	16,953	18,906	8,340 <sup>1</sup>	4,251 <sup>2</sup>

<sup>1</sup> 2020 figures represents 7 months of monitoring.

<sup>2</sup> 2021 figures represents 3 months of monitoring.

## Performance Metrics

### Improve road safety in Norfolk

Indicator	Last 12 months <sup>1</sup>	Long term averages <sup>2</sup>	Difference
Number of KS1 collisions	328	417	-21.3%
Number of KS1 collisions involving vulnerable road users	171	208	-17.8%

1 The date range for the last 12 months is 01/04/2020 – 31/03/2021.

2 The date range used for the long-term average is 01/04/2017 – 31/03/2020.

## 4.4 Prevent offending

### The fourth priority focuses on:

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

Shortly after the declaration of the threat to public health from Covid, all providers of PCC commissioned services were asked to provide their Business Continuity Plans for consideration by the OPCCN's Director of Policy, Commissioning and Communications to identify and mitigate any risk to service provision. Recognising the local impact on service's and service users of Exceptional Delivery Models based on Government policy, new partnership services were brought online, and existing delivery models reviewed in consultation with Reducing Offending Board members and partners. One such new partnership service is the Foundations project.

## Foundations

Release from prison is an overwhelming and challenging experience in normal times. This has suddenly become even harder as probation support is currently operating at a reduced level and many charities and services closed as a direct response to Covid.

People leaving prison are at high risk of homelessness for several reasons: they may have been homeless before entering prison, are dependent on drugs and alcohol or simply unable to get support finding the right accommodation on release. People leaving prison are also known to recommit crime to avoid homelessness, so having stable accommodation can reduce the risk of re-offending by 20%. The OPCN is working with a Norwich-based homelessness charity St Martins to help people released from prison in the city to find accommodation.

Thanks to backing from partners, the Foundations project is reducing reoffending by bringing vital stability to the lives of prison leavers and supporting them to reintegrate back into their communities. Having somewhere safe and reliable to call home can significantly reduce the likelihood that someone will return to criminal behaviour – but homelessness is a very real risk. Getting help to address what makes them vulnerable to offending is vital in successfully transitioning from a life behind bars to a crime-free one back in Norfolk's communities.

The Foundations project's aim of providing stable accommodation for prison leavers – as well as support to tackle the issues which make them vulnerable to reoffending – is supported by Norwich City Council, Broadland Housing and Norfolk and Suffolk Community Rehabilitation Company. Match-funding has been provided by the National Probation Service (Norfolk and Suffolk), supporting Foundations to run until September 2022.

As well as helping prison leavers access accommodation, Foundations provides individualised support to help its clients address issues such as drug and alcohol use, poor mental health and debt, which make them vulnerable to returning to criminal behaviour, and stop the 'revolving door' of the criminal justice system. A person-centred support officer at St Martins, funded by the OPCCN, works directly with prison leavers to help them access mental, physical and emotional care, and support their reintegration back into society by encouraging positive activities and links with communities.

### **Case study: Paul's story**

Six months ago, Paul was discharged from hospital following a suicide attempt. A dependent drinker and Class A drug-user, he had a long history of offending and anti-social behaviour. He was sleeping on the street and did not engage with support services.

Now Paul is waiting for the keys to his new home and is desperate for Covid lockdown restrictions to be lifted so he can begin a volunteer placement where he will train in catering.

His Person-Centred Support Worker met Paul four months ago. She supported him into temporary accommodation and encouraged his engagement with the mental health team, drug and alcohol service, and his Probation Officer. Since entering the Foundations project, Paul has not reoffended. He remains abstinent and has been invited to become a Peer Mentor by the drug and alcohol service provider. With his support worker's guidance, Paul is ready to move on with his life and is building the foundations to achieve his goals.



## Storybook Mum/Dad

In March 2020, prisons in the UK put in a place a restricted regime in order to mitigate against the risks of Covid within prisons. Social visits were cancelled with immediate effect, with restrictions easing in July 2020. The children of those parents that get sent to prison suffer several harms during 'normal' times and 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 can maintain contact with their families and significant others are less likely to re-offend. The Ministry of Justice 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 (and now the partial re-opening), 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.

The PCC for Norfolk worked with Cambridgeshire's PCC, Sodexo Services and Spurgeons to enable children and parents in prison to maintain positive relationships, through the purchase of additional equipment to enhance the existing Storybook provision at HM Prisons Norwich and Peterborough. Storybook Mum/Dad is a charity that uses storytelling as an effective method to maintain and promote family ties throughout a period of imprisonment.

The success of the scheme can be found in the words of a Spurgeons Family Services Worker, HM Prison Norwich:

*"None of this would have been possible without your kind support ... thank you so much for giving us this opportunity and especially at this very difficult time for everyone ... it really is and I know will forever be appreciated by us and all the families that these videos go to."*

Farrington, D  
P, Barnes, G and  
Lambert, S (1996),  
'The concentration  
of offending in  
families', *Legal  
and Criminological  
Psychology*, 1 (1)  
pp47–63



## Positive Futures

Positive Futures is a new two-year pilot programme developed in partnership with Norfolk County Council, Norwich City Community Sports Foundation and the OPCCN. Two strands to the programme 'Protect' and 'Prepare' have been developed and provide interventions for young people across Norfolk.

'Protect' is a targeted intervention focussing on those areas and demographic groups at the greatest risk of harm, in particular young people in school years 7, 8 and 9 who:

- > Are persistently absent from school
- > Are in relationships with controlling/older individuals or groups
- > Where there is suspicion of association with County Lines and at risk of child exploitation
- > When there has been a significant decline in school results, performance
- > Any concerns regarding emotional well being.

Interventions are individualised based on risk management plans and are delivered in either a residential setting (The Nest) or through a 12-week delivery model within the school setting.

The 'Prepare' strand helps to address the unprecedented rise in demand for mental health services from young people, as a 10–15% year-on-year increase in Child and Adolescent Mental Health Services referrals has been seen in Norfolk and Waveney. 'Prepare' offers a targeted intervention for young people in school year 10 whose emotional resilience and self-esteem has declined because of increased anxiety and stress. A contributing factor may be examination pressure.

As with 'Protect', interventions are individualised based on risk management plans and are delivered in either a residential setting (The Nest) or through a 12-week delivery model within the school setting.

Shortly after the declaration of the threat to public health from Covid, the Positive Futures programme ceased all residential interventions and moved the 12-week delivery model online. Although this new online delivery method posed some difficulties, there were some unforeseen benefits, in particular parents attending online sessions with their children:

**Parental quotes:**

*"It's so good to know our children are being informed about these key subjects in a way they can engage with. I'm a social worker so I have always been frank with my kids. It was great to listen to something with (son), at his level and join him, rather than me talking to him from my perspective, if you get what I mean. I valued the child appropriate way the session was delivered and the video clips – really helped to understand the process of grooming and how subtle it is."*

*"Great session today, I really enjoyed attending the online session with my daughter who hasn't been engaging with school at all during lockdown."*

The postponement of residential provision has led to a programme underspend. Therefore, an alternative pilot project known as 'Transitions' has been developed in partnership with all programme funders in agreement, with the aim of commencing in April 2021. In addition to this 12-week Positive Futures interventions will continue to operate until 31 March 2022.



## WONDER+

The Women Offenders of Norfolk Diversion, Engagement and Rehabilitation (WONDER+) scheme started in March 2018 and seeks to help vulnerable women access the services and support required to address the root causes of their offending or risk of offending. The operating model, which is managed by St Giles Trust in partnership with Future Projects, follows a Whole Systems Approach.

Since its launch in March 2018, over 800 women have been referred to the service for help with issues such as mental health and wellbeing, homelessness, domestic and sexual abuse, unemployment, debt and substance misuse. A recent [project report provided by St Giles Trust](#) showed that WONDER+ clients who completed the programme were less likely to reoffend and that, as a result of the positive changes they had made in their lives, would place less demand on public services in the future.

The ongoing consistently positive client feedback has been one of its project's greatest successes:

*"Lizzie and Claire have been a life saver over the past two years. They were there throughout all of my needs – homelessness, domestic abuse, finances, court, social services."*

*"Overall, it is fantastic, and I wouldn't be where I am today without it. I clicked with Lizzie and felt comfortable, it takes a lot for me to be able to trust someone. Lizzie supported me practically and mentally, made me believe and encourage better life choices."*

*"Knowing Claire was always there and she cared. She helped me work through my shame at my offence and always offered amazing support and advice. It was great that meeting with her could be used as my RAR (rehabilitation activity requirement) days. I know I can always refer back into WONDER+ and that really helps me knowing I can do this in the future should I need to."*

*"Having found myself in custody, the police advised me of WONDER+ to support me in this unfortunate situation. I was very nervous and embarrassed of my drink driving offence and terrified of the possible outcomes of sentencing. I met Lizzie in a community café where I instantly felt safe and at ease. She took the time to get to know me and understand my circumstances that led to my offence. Lizzie provided emotional and practical support throughout the court process, alleviating my fears by explaining the format of legal proceedings, being present throughout and reassuring my uncertainties. Lizzie continued to visit me after receiving my drink driving ban of 15 months. I needed help with relationship difficulties, finances and confidence in the community. I am now in a position to move forward with my life in a more balanced way. I am sincerely grateful for all that Lizzie has done for me."*

Thanks to funding from the OPCCN, Norfolk County Council Public Health and St Giles Trust, WONDER+ has been extended to March 2022, with the impact of drugs being a key focus for the project in the coming year.

## Women in the Criminal Justice System Strategy Group

Norfolk's Women Offender Steering Group was established in 2018 to deliver the government's strategic objectives for female offenders. Published on 27 June 2018, the [Female Offender Strategy](#) sets out the government's intentions including a commitment to a new programme of work for female offenders, driven by three priorities: earlier intervention, an emphasis on community-based solutions, and an aim to make custody as effective and decent as possible for those women who do have to be there.

This female offender strategy also sets out the government's framework for taking this forward: it is only through effective partnerships, at national and local level, that progress can really happen, in particular the role of third sector partners, such as women's centres and working with local statutory bodies.

The Steering Group has supported the development of female offender policy over the last two years, in particular through the WONDER+ scheme which seeks to help vulnerable women in criminal justice settings access the services and support required to address the root causes of their offending. The operating model includes comprehensive assessment and a holistic and coordinated approach to accessing and receiving support. In 2020, the Steering Group acknowledged the need for refresh and the development of a Countywide Strategy Group to further progress the government's strategic objectives. Through the expertise and knowledge of its new members, the Strategy Group will continue to provide valuable advice and challenge to help shape local pathways for female offenders and to the aims of the recently published, [National Female Offender Concordat](#).

## Gateway to Employment

People with lived experience of the criminal justice system face several barriers with access to employment and education being at the forefront. Not only are many ex-offenders often unprepared for employment in terms of their skills and training, but there remains a stigma among some employers about hiring people with a criminal conviction.

Gateway to Employment was established in 2015 with the aim to better understand and support pathways into employment and progression routes for people with lived experience in the criminal justice system and to support the delivery of the government’s strategic objectives. Published in May 2018, the [Education and Employment Strategy](#) sets out the government’s intentions including a commitment to ensure that when an offender enters prison they should be put immediately onto a path to employment on release.

Gateway to Employment has supported the development of the Education and Employment strategy, through prison work, by providing employers with easy access to prisons, and work placements on day release which help prisoners build towards employment opportunities on release.

With reoffending costing the UK billions of pounds each year and recognising the local and national impact of Covid on services and governmental departments, in 2020, the Gateway to Employment partnership acknowledged the need for a refresh to improve employment opportunities for people with lived experience. A Gateway to Employment Operational Group has been established and, through the expertise and knowledge of its new members, Gateway to Employment will be able to further progress the government’s strategic objectives. You can [find out more about Gateway to Employment on the OPCCN website](#).



## Integrated Offender Management

The Joint Norfolk and Suffolk Integrated Offender Management (IOM) team have worked in partnership with the National Probation Service, the Community Rehabilitation Company and other agencies to assist offenders to achieve desistance from crime.

The Covid pandemic led to a reduction in face-to-face contact with service users by all agencies but does not appear to have had a detrimental effect on service provision or positive outcomes. Police continued to have contact with the IOM cohort throughout the pandemic, either by telephone or face-to-face where necessary, and have been instrumental in preventing many from returning to criminal activity. Performance data shows that the majority of service users recently removed from the scheme have completely stopped offending, with an average reduction in their crime harm of 86% over the full year period (calculated using a tool from the Office of National Statistics that weights different crime types based on their severity). The IOM team identified, through intelligence, where there is an increased risk of reoffending or other behaviour which breaches licence conditions and worked with the National Probation Service to ensure that enforcement decisions were made swiftly and appropriately.

The pandemic has, however, resulted in less offenders completing their journey through the criminal justice system, as their cases have been held up in the court system, which was a national issue. In some areas, this led to a reduction in the number of suitable new cohort members coming out under statutory supervision, although that is now starting to increase again.

The IOM National Strategy brings a renewed focus on acquisitive crime offenders and seeks to achieve even closer working between Police, The Probation Service and other agencies working within the criminal justice sector to focus on diversions that will see these offenders turn their lives around and further significantly reduce reoffending. IOM will be focusing on a cohort of criminals that are under statutory supervision for offences such as robbery, burglary and vehicle crime, as these individuals have been identified as having a high risk of reoffending. By assisting them with access to housing, benefits/employment



opportunities and the drug and alcohol treatment agencies, as well as working with them to find social activities for them to participate in, the scheme aims to divert them away from criminal activity. The Norfolk and Suffolk IOM scheme is well positioned regarding the implementation of this strategy as it is based on current county working practices.

## Youth offending

First-time entrants into the criminal justice system is a measure that is expressed per 100,000 population of Norfolk's 10–17 year olds and becomes effective when a youth caution, youth conditional caution or court appearance is delivered. The number of 10–17 year olds entering the criminal justice system continued to fall when reviewing data supplied by the Youth Justice Board; unfortunately due to their reprioritisation of tasks during Covid, the last available data was from December 2019 as reported by the Norfolk Youth Offending Board. Despite not having access to more recent data due to the impact of the pandemic, the Board has continued to meet throughout the year to look at opportunities to support young people and to ensure local diversionary programmes are being delivered. Both the Constabulary and the OPCCN are represented at the Board meetings.

There are several reasons for the reduction in the number of 10–17 year olds entering the criminal justice system. The use of safer schools' officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. In addition, there are numerous diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process, including Community Resolution. There is also a greater understanding that a number of children committing crimes have wider vulnerability issues which may be causing the criminality. In these situations, a multi-agency approach through contextual safeguarding at home, school and in the community is more suitable than the criminal justice route.

Although the data is from some time ago, the latest Norfolk figure of 184 per 100,000 is higher than the Eastern Region (166) although slightly below the average for all England and Wales (211). There remains further work to reduce the number of first-time entrants to the criminal justice system and this will continue to be a priority in Norfolk's Youth Justice Strategic Plan 2021–24. To assist, Norfolk YOT appointed an independent Chair to the Norfolk Youth Justice Board in February 2021.

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

In 2020/21 Norfolk YOT delivered C4C interventions on 265 occasions, whilst the number of interventions was affected by Covid. The restrictions on YOT staff and YOT seconded police officers created some difficulties with significantly reduced access to offices and meeting spaces and over the last year the YOT has not been able to deliver the Junior Attendance Centre, groupwork or gender-based interventions. Whereas virtual delivery suits a small percentage of children and perhaps their parents/ carers, the very nature of youth offending work means YOT staff need to engage with children away from their home environment. The YOT has seen a rise in young people willing to engage on a voluntary basis after their formal intervention has ended and indeed some feedback suggests that children were willing to carry on seeing their YOT worker and did not want this to stop.

A supplementary pilot scheme has also been introduced in the Norwich district with the establishment of a diversion panel involving a YOT manager and a police officer reviewing relevant cases (for example, where a youth caution is being considered) to assess whether a diversion option is likely to be more effective or whether a youth caution/conditional caution or court appearance are necessary and appropriate. The emphasis of the diversionary approach is to ensure that young people are not unnecessarily criminalised and to prevent future offending. The YOT, working with the police, established a working group to review the experience from the pilot scheme with a view to a countywide approach to out of court disposals. This will hopefully include an enhanced panel with other agencies represented to further reduce the numbers of first-time entrants into the criminal justice system.

## Performance metrics

With regards to child sexual abuse, the county overall is still experiencing an upward trend, in part due to increased reporting of both recent and non-recent offences as well as greater levels of peer-on-peer offending taking place online. Despite this, there is a significant level of differentiation between the districts, with King's Lynn and West Norfolk, Breckland, North Norfolk and Great Yarmouth all experiencing decreases against the long-term average. The remaining districts have all recorded an increase against the long-term average for Child Sexual Abuse offences, with South Norfolk and Broadland recording significant increases. Upward trends are also noted in other vulnerability areas, such as hate crime and crimes of domestic abuse.

While an increase in recorded crime is worrying and is monitored by the Constabulary, the anecdotal reporting from the 'Everyone's Invited' website both locally and nationally would indicate that this remains an under-reported crime overall. Therefore, the difference between districts will represent both underlying prevalence of offending and confidence to report to police. The Constabulary remains committed to supporting all victims who come forward to report sexual offences and the opening of the new Investigations Hub at Swaffham Police Station represents an important step on this journey.

In terms of personal property crimes – which includes Burglary residential dwelling, Burglary residential non-dwelling, such as sheds or garages. Theft from the person, Theft from motor vehicle, Theft of motor vehicle and Criminal Damage offences – the whole county has experienced a significant decrease in the number of personal property crimes being recorded, with an overall reduction of 20.0% compared to the long-term average and all districts recording decreases. It is worth noting Norfolk's decrease is in line with a national decrease in personal property crimes, believed to be due to the changes in the behaviour of both victims and offenders since the Covid pandemic began. Potential victims are now spending significantly more time in their homes and travelling less, resulting in reduced opportunities for these crimes to take place. With easing of restrictions, it is possible that offending will rise to normal levels again although other factors such as increased tourism in Norfolk during summer 2021 could see it increase further.

While it is not possible to say whether the same offenders are involved, it is striking that the change in online crimes (77% increase) stands in stark contrast to the reduction in other personal crimes. Online crime is often a consequence of the same motivation as personal crimes such as burglary (the illegal acquisition of valuable items or money) and just as law abiding citizens have seen their lives move online, so too have criminals. Throughout the pandemic the Constabulary worked in partnership with the OPCN and other partners to highlight the risk of online crime to the public and to offer steps to prevent becoming a victim.

The number of recorded domestic abuse crimes has increased by 28.5% in the last twelve months compared to the long-term average. A proportion of this increase is a combination of a continued improvement in willingness to report incidents alongside the actual increase in prevalence. When the crime and incident numbers are combined, the overall demand on police from domestic abuse is increasing. This has required refocussing of some resources as the increased willingness of victims to report domestic abuse crimes is an entirely positive aspect of the increasing trend. This is in line with domestic abuse trends seen across the whole



country and the causal factors are also believed to be national. It is also feasible that the lockdown restrictions that have been in place across the last twelve months have led to victims and offenders being in close contact for longer periods of time, resulting in increased opportunities for domestic abuse to take place.

A great deal of work has been carried out by Norfolk Constabulary, the OPCCN and a range of partners over recent years in relation to safeguarding victims of domestic abuse. Whilst this work continues, further measures are being introduced to not only seek prosecutions for those who perpetrate domestic abuse, but to also seek to address the underlying behaviours of those who do so. One element of this work is the introduction of a pilot scheme known as 'Project CARA', which aims to introduce Conditional Cautions tied to compulsory workshop attendance to address domestic abuse offending behaviour in appropriate cases. The pandemic led to delays in implementation throughout the whole of 2020/21, but this is expected to take place in the next financial year.

In October 2020 a combined OPCCN/Constabulary bid to fund an additional scheme to work with perpetrators of abuse to address their offending was unsuccessful. Despite this setback alternative funding was secured and from March 2021 work began to implement a Domestic Abuse Perpetrator Partnership Approach (DAPPA) scheme. This approach will see agencies collectively agree on the abusers who cause the most harm to domestic abuse victims in Norfolk, be that the same victim over a period of time or different victims. Agencies will then work together to identify risk factors for further offending, which will be mitigated, and potential diversionary activities to address the underlying cause of offending. The arrangements will also allow for a more rapid disclosure to new partners where the abuser has a history of offending against previous victims.

Serious sexual offences include crimes of rape and other serious sexual offences, such as sexual assault. Norfolk overall has seen a reduction of 2.5% in these crime types, following a similar national decrease. These figures include offences involving child-on-child offending (albeit these crimes are known to have increased slightly), reporting of non-recent events and reports by other people on behalf of victims who may not wish to come forward at the time.

Throughout 2020/21 the Constabulary has invested considerable effort to assure the quality of investigations into rape offences alongside all other serious sexual offences. The little opportunity to train officers that existed in the context of a global pandemic was used to bring detectives up to date with the latest research on effective interviewing. The opening of the new investigations hub at Swaffham in October 2020 allowed supervisors to surge resources towards high risk cases in a way that has not previously been possible and continued investment in Police Digital Investigators has enabled digital evidence to be gathered in a highly efficient way.

A significant risk throughout the national restrictions under Covid was that registered sex offenders could use the changes to local routines for children and parents to create opportunities to offend. The Constabulary was able to continue their monitoring of offenders throughout the year by changing practice to ensure Covid-secure working. This led to the discovery of several instances in which offenders were seeking to exploit the extra time available to children who were not at school to groom them into dangerous situations. In each case the close attention of the officers from the Public Protection Unit meant that offenders were caught in preparatory acts and charged with breaches of protective orders, without children or vulnerable people coming to harm.

Robbery has decreased by 31.2% from the long-term average, however, overall numbers of offences are relatively small, and we should be wary of over-interpretation, especially outside of Norwich. Nevertheless, a focus on street-based offending linked to County Lines enforcement may be a factor in the large reduction seen in the Norwich district. It is also likely that Covid has had a similar effect on robberies as it has on personal property crimes, as the lockdown restrictions diminished the opportunities for robberies to take place.

Better recording standards are believed to have influenced the 6.5% increase in offences of violence with injury compared to the long-term average. Most offences in this crime category are lower level assaults and this trend has been seen nationally. The majority of these assaults are investigated by officers within the County Policing Command who on average have less service than those in the CID, so to support these officers the force continued throughout the year with a comprehensive

training programme under the banner of 'Operation Investigate'. Supervision and support to front line officers is key to ensuring that crimes are investigated fully, and every newly promoted sergeant receives a bespoke briefing on how they can best assist their officers with victim-focussed investigations.

The Constabulary is committed to tackling rural crimes through its safer neighbourhood teams and through targeted resources, such as Operation Randall and Operation Moonshot. Rural crime figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. King's Lynn and West Norfolk, South Norfolk and Great Yarmouth saw the highest number of rural crimes over the last twelve months. It remains the case that many offences are isolated which can make proactive targeting of offenders a challenge, but there is a countywide oversight of rural crime maintained by the Community Safety Team. Whenever trends are identified a targeted response is initiated supported by safer neighbourhood teams and the three Operation Moonshot teams, which are intelligence-led intercept teams.

Operation Gravity has been a sustained effort since November 2016 to prevent County Lines drugs offending in Norfolk, although enforcement efforts have stretched far beyond the county boundaries to capture those exporting misery to our county from London or other major cities. Tackling this tier of criminals is vital to interrupting the exploitation of vulnerable individuals who are forced into running drugs or harbouring dealers and the lessons learned through our work with the Metropolitan Police Service are being embedded locally as well as shared as national best practice.

During 2020/21 the Constabulary also noted a trend of increasing violence between groups operating to the County Lines model but with predominantly Norfolk-based individuals running the drugs businesses. This is recognised as a risk and the Constabulary's Multi Agency Child Exploitation team has been expanded to ensure that children are protected from this harm and that perpetrators are brought to justice. This team works very closely with the local authority under the shared Vulnerable Adolescents Group and will continue to do so under a shared multi-year strategy to align partner and police activity to best protect children.

## Crime numbers

Data about the number of first-time entrants to the criminal justice system is not available at district level.

### Prevent Offending and Rehabilitating Offenders in Norfolk

Crime types	Last 12 months <sup>1</sup>	Three-year averages <sup>2</sup>	Difference
Child Sexual Abuse crimes (CSA)	1,583	1,558	1.6%
Personal property crimes <sup>3</sup>	9,724	12,161	-20.0%
Hate crimes	1,349	1,165	15.8%
Serious Sexual Offence crimes (SSO)	2,040	2,093	-2.5%
Domestic Abuse crimes (DA)	13,646	10,619	28.5%
Online crimes	2,911	1,645	77.0%
Robbery crimes	306	445	-31.2%
Violence with injury crimes	11,439	10,738	6.5%
Rural crimes	518	460	12.6%
<b>Number of first-time entrants to the criminal justice system per 100,000 10–17-year olds<sup>4</sup></b>	Data currently unavailable		

1 The date range for the last 12 months was 01/04/2020 – 31/03/2021.

2 The date range for the long-term average was 01/04/2017 – 31/03/2020.

3 Personal property crimes include the following crime types: Burglary residential dwelling, Burglary residential non-dwelling (sheds or garages), Theft from the person, Theft from motor vehicle, Theft of motor vehicle, Criminal damage.

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



### Preventing Offending and Rehabilitating Offenders in King's Lynn & West Norfolk

Crime types	Last 12 months	Three-year averages	Difference
Child Sexual Abuse crimes (CSA)	230	248	-7.3%
Personal property crimes	1,540	1,877	-18.0%
Hate crimes	161	139	15.8%
Serious Sexual Offence crimes (SSO)	284	297	-4.4%
Domestic Abuse crimes (DA)	2,117	1,605	31.9%
Online crimes	424	257	65.0%
Robbery crimes	38	51	-25.5%
Violence with injury crimes	1,040	1,068	-2.6%
Rural crimes	151	119	26.9%

### Preventing Offending and Rehabilitating Offenders in Breckland

Crime types	Last 12 months	Three-year averages	Difference
Child Sexual Abuse crimes (CSA)	203	230	-11.7%
Personal property crimes	1,277	1,650	-22.6%
Hate crimes	135	125	8.0%
Serious Sexual Offence crimes (SSO)	277	279	-0.7%
Domestic Abuse crimes (DA)	1,873	1,369	36.8%
Online crimes	367	224	63.8%
Robbery crimes	28	31	-9.7%
Violence with injury crimes	997	926	7.7%
Rural crimes	93	104	-10.6%

### Prevent Offending and Rehabilitating Offenders in North Norfolk

Crime types	Last 12 months	Three-year averages	Difference
Child Sexual Abuse crimes (CSA)	142	164	-13.4%
Personal property crimes	708	849	-16.6%
Hate crimes	86	57	50.9%
Serious Sexual Offence crimes (SSO)	167	190	-12.1%
Domestic Abuse crimes (DA)	1,040	817	27.3%
Online crimes	233	137	70.1%
Robbery crimes	5	11	-54.5%
Violence with injury crimes	520	496	4.8%
Rural crimes	72	67	7.5%

### Prevent Offending and Rehabilitating Offenders in South Norfolk

Crime types	Last 12 months	Three-year averages	Difference
Child Sexual Abuse crimes (CSA)	230	173	32.9%
Personal property crimes	1,035	1,294	-20.0%
Hate crimes	126	94	34.0%
Serious Sexual Offence crimes (SSO)	265	243	9.1%
Domestic Abuse crimes (DA)	1,488	1,086	37.0%
Online crimes	388	183	112.0%
Robbery crimes	28	22	27.3%
Violence with injury crimes	685	627	9.3%
Rural crimes	106	80	32.5%

### Prevent Offending and Rehabilitating Offenders in Broadland

Crime types	Last 12 months	Three-year averages	Difference
Child Sexual Abuse crimes (CSA)	177	154	14.9%
Personal property crimes	924	1,162	-20.5%
Hate crimes	128	103	24.3%
Serious Sexual Offence crimes (SSO)	209	196	6.6%
Domestic Abuse crimes (DA)	1,297	1,058	22.6%
Online crimes	294	161	82.6%
Robbery crimes	12	15	-20.0%
Violence with injury crimes	723	626	15.5%
Rural crimes	62	65	-4.6%

### Prevent Offending and Rehabilitating Offenders in Norwich

Crime types	Last 12 months	Three-year averages	Difference
Child Sexual Abuse crimes (CSA)	314	308	1.9%
Personal property crimes	2,597	3,325	-21.9%
Hate crimes	481	460	4.6%
Serious Sexual Offence crimes (SSO)	536	543	-1.3%
Domestic Abuse crimes (DA)	3,286	2,655	23.8%
Online crimes	585	330	77.3%
Robbery crimes	129	230	-43.9%
Violence with injury crimes	1,665	2,032	-18.1%
Rural crimes	3	3	0.0%

### Prevent Offending and Rehabilitating Offenders in Great Yarmouth

Crime types	Last 12 months	Three-year averages	Difference
Child Sexual Abuse crimes (CSA)	239	244	-2.0%
Personal property crimes	1,579	1,909	-17.3%
Hate crimes	221	179	23.5%
Serious Sexual Offence crimes (SSO)	258	295	-12.5%
Domestic Abuse crimes (DA)	2,383	1,931	23.4%
Online crimes	545	324	68.2%
Robbery crimes	64	82	-22.0%
Violence with injury crimes	1,138	1,223	-7.0%
Rural crimes	24	16	50.0%

## 4.5 Support victims and reduce vulnerability

### The fifth priority focuses on:

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

### Commissioning of Victim Services

Under the Ministry of Justice (MoJ) Victims Fund, each PCC is responsible for commissioning services that support victims of crime. The funding covers a victim assessment and referral service, as well as specialist and non-specialist services.

As the Covid pandemic swept across the country, everything changed from a commissioning of victims services perspective – including funding, delivery of services, victims' and survivors' behaviours, central government went into coping with immediate crisis/threat prioritising, and organisations (statutory/third sector) that the OPCCN worked with changed. The impact of Covid affected everyone; no one was left untouched and everything that we knew as 'normal' disappeared overnight.

The first quarter of the financial year was responding to immediate risk, threat and harm of victims and ensuring that services and support were mobilised, and immediate crisis support was in place – this was paramount.



When supporting vulnerable people, nearly all the work is carried out by face-to-face contact through 1-2-1 sessions, group sessions and followed up by telephone. From the OPCCN's own work, commissioned organisations supporting those who are vulnerable or at risk have always been resistant to working 'virtually' or within an agile and dynamic format with the majority being office based. Therefore, when the first lockdown occurred in March 2020, this caused operational issues that had to be rectified immediately with the main issues as follows:

- > Staff had no access to their existing desktop computers and work files/records
- > No desktop phones for communicating
- > No Personal Protective Equipment
- > No protocols or procedures in how to work within Covid conditions
- > Most staff did not have laptops with cameras/mobile phones or tablets to be able to communicate from home with clients, their colleagues/organisation or partners (statutory/non-statutory)
- > Many staff were not set up to work from home with compliant equipment including desks, chairs, ICT and had slow/poor broadband
- > No knowledge or training in using mobile communication platforms existed, such as Microsoft Teams, Skype or WhatsApp
- > Some people were faced with isolation if they lived on their own or challenges if they lived within a family setting, including home-schooling/teaching responsibilities or supporting elders or those who were deemed vulnerable
- > Emergency accommodation also became an issue for domestic abuse high-risk clients who needed immediate safe accommodation, as those who were already housed and were able to move on could not.

Nationally, the MoJ undertook two principle actions regarding the commissioning of services for victims of domestic abuse and/or sexual violence. Firstly, the MoJ compiled data on victims' services which included the impact of Covid and the risks and gaps in provision of services. This was put forward to the MoJ from all OPCC areas and in response to this, they released their 'MoJ Extraordinary 1 Fund' where all OPCCs had to conduct a local needs assessment and put forward a funding application based on these needs.



The MoJ provided the below funding nationally, under the Extraordinary 1 Fund:

Service	Amount
Domestic abuse services that are already commissioned by PCCs	£10m
Sexual violence services that are already commissioned by PCCs and those that are not currently funded by PCCs	£5m
Domestic abuse services that are not currently commissioned by PCCs	£5m

The OPCCN were successful with their application and were granted £249,819 which was awarded by the PCC and spent between 23 March 2020 and 30 September 2020 as follows:

#### Ministry of Justice Extraordinary 1 Fund

Organisation	Amount
Pandora Project	£83,341
Leeway Domestic Abuse and Violence Services	£31,057
Daisy Programme	£18,268
Spurgeons	£3,689
One to One Project	£17,425
The Magdalene Group	£40,468
Hope into Action	£2,002
Norfolk Community Law Service	£17,048
The Change Project	£27,583
Orwell Housing	£8,938
<b>Total</b>	<b>£249,819</b>

This funding predominantly addressed the needs as outlined above covering ICT, PPE and Covid related equipment, online media platforms/ courses/memberships, mobile working arrangements and in some cases additional staffing.

In addition to this, the PCC also ringfenced additional funding from the Commissioning Budget to address the issue of emergency accommodation for high risk domestic abuse victims by providing safe accommodation for a two-month period which was managed by Leeway Domestic Abuse and Violence Services.

The OPCCN also was responsible for creating, mobilising and working with statutory partners and service providers through the Domestic Abuse and Sexual Violence Commissioning Group. Membership of the group included borough, district and city councils, Public Health, Police, Social Housing Providers, Children’s Services, Adult and Children’s Safeguarding, Adult Social Services and County Council. The group was chaired by a Director from the OPCCN on a weekly basis by virtual meetings to immediately gather intelligence to respond to need. The main theme that came through was that crime statistics and statistics from service providers demonstrated a drastic drop in reporting.

Staff within the OPCCN also had to mobilise and work from home within new virtual platforms as well as carrying out their core responsibilities, scheduled day-to-day work and comply with standard and additional reporting, governance, transparency and finance. In addition to the above, the OPCCN increased capacity for victims of sexual abuse/historic cases of child sexual abuse/rape by:

- > Extending funding capacity to the Sue Lambert Trust by an additional £30,000 for 2020/21 and 2021/22 (total per annum now £180,000).
- > Securing national funding from the Home Office to provide an additional 2.5 FTE Independent Sexual Violence Advisors (ISVA’s) at the Harbour Centre Sexual Advice Referral Centre (SARC) to specifically support those with protected characteristics, men/boys and support training.

Despite this additional bolstering to support communities, it was clear that gaps existed in specific districts, namely West Norfolk, North Norfolk and Breckland, so work commenced to address these.



A review was conducted during the second quarter of the year looking at the early impact of Covid on commissioned services, which outlined the following key findings:

- > There was a need to build resilience in the domestic abuse and sexual violence services for when restrictions started to lift
- > Concern that some victims were not able to report crimes due to perpetrators being at home with them
- > Continual improvement was required with access to services through virtual delivery and a more agile workforce
- > Additional PPE was needed
- > Awareness raising campaigns were required as there was confusion from victims/partners as to which services were available and where to get help.

The PCC set aside finances from the main commissioning budget and its community safety reserves to bolster services and build resilience for staffing in response to the Governments lifting of some restrictions and the OPCCN findings. Reports from commissioned services highlighted their concerns for when restrictions started to lift that the underreporting in the first quarter of the year would bring a surge in the need to support victims and survivors from increased referrals and cases. In response, the following services were increased.

Organisation	Amount
Pandora Project	£37,820
Leeway Domestic Abuse and Violence Services	£111,610
Media Campaigns to Raise Awareness	£7,217
Daisy Project	£32,915
<b>Total</b>	<b>£189,562</b>

During the third quarter of the year, the Covid pandemic continued with infection rates rising, followed by a second lockdown during November 2020 and a third 'lockdown' commencing on 26 December 2020. There were concerns that victims were still under-reporting crimes and the two further lockdowns only exasperated this. It was clear that many small organisations who support victims were under strain due to lack of income. This was caused by a variety of reasons, as organisations no longer carried out their own fundraising events, raffles or attend county shows as they could not take place due to Covid restrictions – this impact is still ongoing.

All OPCCs had continued to provide the MoJ with statistics and it was recognised nationally that organisations needed additional support to enable them to deliver and cope with their backlogs. In response, the 'MoJ Extraordinary 2 Fund' was released for competitive bidding. The OPCCN carried out an updated needs assessment and bid which was successful and secured the following funding to support organisations across Norfolk.

### Ministry of Justice Extraordinary 2 Fund

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

Certain responsibilities for OPCCs were laid out within the terms and conditions of the MoJ Victims Fund, including a requirement to increase the capacity and capability of victim's services within the OPCCs respective locality. The current arrangement saw that Norfolk had only one main service provider delivering services to victims of sexual abuse from Norwich and Great Yarmouth, so this was highlighted as a risk that would need to be reviewed. After review, the OPCCNS aim and response was to not only build resilience within the county, but to also offer services that could be easily reached within a victims' own district where there was minimal support (in this case North Norfolk, West Norfolk and Breckland).

Traditionally, only dedicated sexual violence charities could provide the appropriate services for clients across Norfolk. This is an area where the MOJ are currently running five test sites to review and share best practice from other methods of support. From the OPCCN's own findings, the PCC approved to extend the funding to support victims of sexual abuse, sexual violence and historic cases of childhood sexual abuse and ran two pilot studies within Norfolk which enhanced the capacity and capability to respond to victims of sexual violence where gaps had been identified.

The first pilot was with the Daisy Programme in Breckland whose core service is to support victims of domestic abuse, and the second study was with the 1-2-1 Project in West Norfolk and North Norfolk who provide a general counselling service.

The Daisy Programme pilot found their existing clients (domestic abuse victims) had also experienced sexual violence and vice versa. Victims of sexual violence could therefore be supported with counselling and fast-tracked into their core service where there has been domestic abuse and their core victims who experienced sexual violence could also be supported. Additional benefits for clients within this pilot included the ability to join victim-led support groups, such as the Daisy choir, art group and online peer support groups. A two-year pilot funding was agreed for the Daisy Programme amounting to £141,066.

The 1-2-1 Project pilot found that many of their clients who initially requested support due to substance misuse and alcohol problems, relationship issues or behavioural problems, discovered that the main issue stemmed from historic cases of childhood sexual abuse and/or current abuse. This pilot included counselling, support groups and testing approaches, such as psychoeducation groups with the purpose of developing a wider knowledge base on subjects such as conditioning, gender responses and anger awareness and management, and experiential groups that focus on creative and physical wellbeing. The PCC invested £167,338 for a two-year pilot to test this approach.

During the fourth quarter of the year, the MOJ advised that there was still a need for greater support which was based on data they had collected from all OPCCs and engagement with National Domestic Abuse and Sexual Violence charities. In response to their evidence base the MOJ made further funding available for OPCCs to bid for on a competitive basis, which was based on data and needs analysis that was evidence-based working at a local level with statutory partner agencies and support agencies.

Funding from the MOJ came via three funding streams, the first two of which below had to be evidence-based and bid for during the fourth quarter:

- > All OPCCs would receive an uplift in their annual formulae-based Victims' Fund, but had to demonstrate an evidence-base before it was confirmed for the financial year 2021/22 (£171,412) and for those who had been successful with ISVA Funding (Norfolk had been successful with their bid for 2.5 FTE's) a further year's extension to cover the period of 2022/23
- > A national Independent Domestic Violence Advisors (IDVA) and Independent Sexual Violence Advisor (ISVA) Expressions of Interest (EOI) Fund (£16m) which was competitive and would cover two years 2021/22 and 2022/23 deadline early March
- > Crisis Fund – a competitive fund that would cover the financial years 2021/22 and 2022/23 (£1.3m per annum) – launched June 21.

The OPCCN were successful in their applications for the MoJ uplift funding and the National IDVA and ISVA EOI. This yielded the following projects that commenced on 1 April 2021:

#### Ministry of Justice Victims Fund Uplift – 1 year funding

Organisation	Amount
Daisy Project	£29,000
Leeway Domestic Abuse and Violence Services	£87,000
Orwell Housing	£29,000
Fresh Start New Beginnings	£52,208
<b>Total project costs</b>	<b>£197,208</b>
MoJ Award	£171,412
OPCCN Commissioning Budget 'top up'	£25,796
<b>Total award</b>	<b>£197,208</b>

#### Ministry of Justice National ISVA and IDVA EOI – 2 year funding

Organisation	Amount
Leeway Domestic Abuse and Violence Services	£86,500
Daisy Project	£152,695
Pandora Project	£106,176
<b>Total</b>	<b>£345,371</b>

## Performance Metrics

The percentage of victims not supporting prosecution for domestic abuse offences across the county for the last twelve months has remained similar to the long-term average (60.5% of cases), whereas the percentage of victims not supporting prosecution for child sexual abuse offences has decreased slightly compared to the long-term average (35.8% of cases) which is a positive trend. However, the percentage of victims not supporting prosecution for serious sexual offences has increased (from 49.7% of cases to 55.5%).

The reasons for the rise in victims not supporting prosecution are complex and varied. With regards to serious sexual offences, a proportion of these offences are non-recent (the incident took place over twelve months before being reported) and a number of victims have contacted police to make them aware, but do not want to pursue a complaint further. Locally, Norfolk Constabulary worked with partner agencies to raise the awareness of certain crimes and it is predicted that crime reporting will continue to increase. The Constabulary remains active in promoting increased reporting of domestic abuse, as it did throughout the Covid pandemic. In addition, there was a considerable amount of work within the Constabulary to ensure that victims received a service which enabled them to give evidence against their attackers.

The Sexual Assault Referral Centre (SARC), known locally as the Harbour Centre, continued to offer free support and practical assistance to all those in Norfolk who were victims of rape or other serious sexual offences, whenever and wherever the offence took place. As well as medical and crisis support, long-term wellbeing assistance was available in the form of Independent Sexual Violence Advocates (ISVA) who remain engaged with a victim while they are needed, whether or not a case is proceeding to trial. The Harbour Centre is a joint enterprise between Police and NHS England with the support of others, including the OPCCN. It was through the OPCCNs support in the last year that a successful bid for additional ISVA funding was made, money which led to the creation of specific posts for hard-to-reach groups and for additional police liaison in complex cases.

Whether or not victims felt able to support a police prosecution, all domestic abuse crimes and non-crime incidents were subject to a risk assessment. Safeguarding actions were undertaken for all high and medium risk cases through the county's Multi-Agency Safeguarding Hub (mash) with support being provided by Independent Domestic Violence Advisors for all high-risk cases. All standard risk cases were referred to Victim Support so that advice and guidance could be offered.

Solved rates were directly impacted by a number of factors, including whether the victim supported a prosecution, the availability and nature of supporting evidence and the Crown Prosecution Service (CPS) determination as to whether there was sufficient evidence to support charges and a realistic prospect of conviction. Another unavoidable and unwelcome consequence of the pandemic was the delays to court cases; changes to CPS processes to allow officers to lay charges have meant delays which the Constabulary knows has been very challenging for victims.

The Constabulary's solved rates for domestic abuse and hate crime has decreased more notably compared to the long-term average (to 8.8% and 12.2% respectively). This is in part due to a significant increase in the numbers of crimes being recorded – domestic abuse crimes increased by 28.5% compared to the long-term average and hate crimes increased by 15.8%.

Conversely, Norfolk Constabulary experienced slight increases in solved rates for three crime types compared to their long-term averages: rape offences (to 5.3%), other serious sexual offences (to 7.5%) and child sexual abuse (to 11.1%). While the increases were small, they represent a positive change of direction in the last 12 months and should be considered in a national context of equally low solved rates. There was also a decrease in reported crime levels which is likely to be a consequence of the pandemic, so a decrease in crime can lead to an increase in the solved rate – every solved crime counts for a higher proportion of the overall number, if that overall number has fallen. The Constabulary also implemented several changes in practice and processes which all contributed to an increase



in the solved rate. These included additional officers being allocated to the team supervising rape investigations to ensure that cases are not unnecessarily delayed, and further officers being posted into the Safeguarding Children Online Team to deal with child sexual abuse in cyberspace.

Another positive change in Norfolk last year was the introduction of the pre-recording of cross examination for particularly vulnerable victims in some sexual offence cases. Prior to this change, while police could interview such witnesses on video and the recording could be played rather than the victim repeating themselves in court, the defence would still ask their questions in front of the judge and jury (either in person or video link). This was always known to be traumatic for victims and was one reason that some victims felt unable to support prosecutions. Under the new system, defence questions for the victim are agreed in advance of the trial and put to them using the same video interview technique as was used to carry out the interview in the first place. This is less traumatic for the victims in such cases and is a positive step in reducing the trauma of having to relate the details of a crime in court.

Introducing pre-recorded cross examination required the Constabulary to work with Norfolk County Council to speed up access to local authority records in relevant cases so that police and defence could be sure that all relevant questions could be asked at the first opportunity. This is important in historic cases where a victim may have forgotten other things that happened at the same time as the offence and was made more difficult last year due to the restrictions on physical access to records in Covid-secure conditions. The Constabulary is very grateful to Norfolk County Council for all the efforts that were made, as access to records is now quicker and easier than it has ever been due to changes in shared processes and an improved ability to track cases.

This year saw further developments of enhanced services for vulnerable adults who are involved in crime. A close partnership between Police, Norfolk County Council and Clinical Commissioning Groups with support from the OPCCN ensured a focus on young people up to the age of 25. The project had already been highly commended in the 2019 International Policing Awards but has gained strength last year. A countywide Vulnerable Adolescents Group was established and is chaired by a Police Detective Superintendent on behalf of the Norfolk Safeguarding Children’s Partnership and linked together a wide range of partner agencies to understand the complexity of helping young people, some who may have suffered considerable trauma in their earlier lives making them suspicious of outside adult assistance.

Working with specialists that understand the issues such children have often gone through and with an approach that no child is beyond redemption, this work led to the identification of hundreds of children at risk of exploitation by others, either for sexual purposes or to facilitate crimes such as County Lines drug dealing. Working with the ‘New Roads’ project, the Constabulary aims to support children before they become exploited and to use the full range of police powers to bring the exploiters to justice. Where children have unfortunately found themselves having already committed crimes, the same collaborative approach is used to assist them in choosing an alternative pathway for the future.

## Supporting victims and reduce vulnerability in Norfolk

Indicator	Last 12 months <sup>1</sup>	Long term averages <sup>2</sup>	Difference
% Cases where victims do not support prosecution (Domestic Abuse)	60.5%	60.8%	-0.3p.p
% Cases where victims do not support prosecution (Serious Sexual Offences)	55.5%	49.7%	5.8p.p
% Cases where victims do not support prosecution (Child Sexual Abuse)	35.8%	37.2%	-1.4p.p
Solved rate (Domestic Abuse)	8.8%	13.5%	-4.7p.p
Solved rate (Rape)	5.3%	4.2%	1.1p.p
Solved rate (other Serious Sexual Offences)	7.5%	6.9%	0.6p.p
Solved rate (Child Sexual Abuse)	11.1%	9.3%	1.8p.p
Solved rate (Hate Crime)	12.2%	15.9%	-3.7p.p
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

1 The date range for the last 12 months was 01/04/2020 – 31/03/2021.

2 The date range for the long-term average was 01/04/2017 – 31/03/2020.

### Supporting victims and reduce vulnerability in King's Lynn & West Norfolk

Indicator	Last 12 months	Long term averages	Difference
% Cases where victims do not support prosecution (Domestic Abuse)	60.2%	62.4%	-2.2p.p
% Cases where victims do not support prosecution (Serious Sexual Offences)	54.6%	46.1%	8.5p.p
% Cases where victims do not support prosecution (Child Sexual Abuse)	34.8%	34.5%	0.3p.p
Solved rate (Domestic Abuse)	9.9%	14.1%	-4.2p.p
Solved rate (Rape)	3.0%	6.1%	-3.1p.p
Solved rate (other Serious Sexual Offences)	7.7%	10.0%	-2.3p.p
Solved rate (Child Sexual Abuse)	13.0%	11.3%	1.7p.p
Solved rate (Hate Crime)	16.8%	16.3%	0.5p.p
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

### Supporting victims and reduce vulnerability in Breckland

Indicator	Last 12 months	Long term averages	Difference
% Cases where victims do not support prosecution (Domestic Abuse)	59.7%	58.3%	1.4p.p
% Cases where victims do not support prosecution (Serious Sexual Offences)	54.2%	50.2%	4.0p.p
% Cases where victims do not support prosecution (Child Sexual Abuse)	39.4%	40.9%	-1.5p.p
Solved rate (Domestic Abuse)	8.5%	14.5%	-6.0p.p
Solved rate (Rape)	2.4%	2.8%	0.4p.p
Solved rate (other Serious Sexual Offences)	6.9%	6.2%	0.7p.p
Solved rate (Child Sexual Abuse)	9.9%	9.4%	0.5p.p
Solved rate (Hate Crime)	18.5%	12.6%	5.9p.p
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

### Supporting victims and reduce vulnerability in North Norfolk

Indicator	Last 12 months	Long term averages	Difference
% Cases where victims do not support prosecution (Domestic Abuse)	57.6%	57.7%	-0.1p.p
% Cases where victims do not support prosecution (Serious Sexual Offences)	53.9%	47.2%	6.7p.p
% Cases where victims do not support prosecution (Child Sexual Abuse)	34.5%	41.9%	-7.4pp
Solved rate (Domestic Abuse)	7.2%	12.7%	-5.5p.p
Solved rate (Rape)	6.0%	4.6%	1.4p.p
Solved rate (other Serious Sexual Offences)	4.8%	7.1%	-2.3p.p
Solved rate (Child Sexual Abuse)	12.0%	11.8%	0.2p.p
Solved rate (Hate Crime)	9.3%	19.9%	-10.6p.p
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

### Supporting victims and reduce vulnerability in South Norfolk

Indicator	Last 12 months	Long term averages	Difference
% Cases where victims do not support prosecution (Domestic Abuse)	59.1%	56.5%	2.6p.p
% Cases where victims do not support prosecution (Serious Sexual Offences)	52.8%	51.5%	1.3p.p
% Cases where victims do not support prosecution (Child Sexual Abuse)	36.5%	37.0%	0.5p.p
Solved rate (Domestic Abuse)	8.2%	13.1%	-4.9p.p
Solved rate (Rape)	2.9%	3.4%	-0.5p.p
Solved rate (other Serious Sexual Offences)	6.0%	5.1%	0.9p.p
Solved rate (Child Sexual Abuse)	7.8%	5.6%	2.2p.p
Solved rate (Hate Crime)	18.3%	18.9%	-0.6pp
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

### Supporting victims and reduce vulnerability in Broadland

Indicator	Last 12 months	Long term averages	Difference
% Cases where victims do not support prosecution (Domestic Abuse)	63.4%	60.9%	2.5p.p
% Cases where victims do not support prosecution (Serious Sexual Offences)	48.8%	44.6%	4.2p.p
% Cases where victims do not support prosecution (Child Sexual Abuse)	24.3%	29.7%	-5.4p.p
Solved rate (Domestic Abuse)	8.7%	11.6%	-2.9p.p
Solved rate (Rape)	3.2%	4.3%	-1.1p.p
Solved rate (other Serious Sexual Offences)	4.8%	5.2%	-0.4p.p
Solved rate (Child Sexual Abuse)	10.7%	7.7%	3.0p.p
Solved rate (Hate Crime)	8.6%	19.2%	-10.6p.p
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		



### Supporting victims and reduce vulnerability in Norwich

Indicator	Last 12 months	Long term averages	Difference
% Cases where victims do not support prosecution (Domestic Abuse)	58.5%	60.8%	-2.3p.p
% Cases where victims do not support prosecution (Serious Sexual Offences)	59.7%	53.2%	6.5p.p
% Cases where victims do not support prosecution (Child Sexual Abuse)	42.0%	37.9%	4.1p.p
Solved rate (Domestic Abuse)	10.1%	13.3%	-3.2p.p
Solved rate (Rape)	6.0%	4.0%	2.0p.p
Solved rate (other Serious Sexual Offences)	7.6%	6.9%	-0.7p.p
Solved rate (Child Sexual Abuse)	11.1%	9.9%	1.2p.p
Solved rate (Hate Crime)	9.6%	14.2%	-4.6p.p
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

### Supporting victims and reduce vulnerability in Great Yarmouth

Indicator	Last 12 months	Long term averages	Difference
% Cases where victims do not support prosecution (Domestic Abuse)	65.1%	65.2%	-0.1p.p
% Cases where victims do not support prosecution (Serious Sexual Offences)	61.2%	51.9%	9.3p.p
% Cases where victims do not support prosecution (Child Sexual Abuse)	36.4%	37.7%	-1.3p.p
Solved rate (Domestic Abuse)	7.5%	14.3%	-6.8p.p
Solved rate (Rape)	10.1%	3.7%	6.4p.p
Solved rate (other Serious Sexual Offences)	8.9%	5.9%	3.0 p.p
Solved rate (Child Sexual Abuse)	9.6%	7.4%	2.2p.p
Solved rate (Hate Crime)	10.9%	17.7%	-6.8p.p
% of all guilty pleas at First Hearing at Magistrates Court	Data regarding the court hearings has been denied by CPS for a public audience.		
% of all guilty pleas at First Hearing at Crown Court	Data regarding the court hearings has been denied by CPS for a public audience.		

## Criminal Justice

The criminal justice landscape is facing several challenges, not least the backlogs in the system arising as a result of enforced court closures due to Covid infection transmission risks and social distancing challenges. Both the Magistrates and Crown Courts have been progressing recovery plans which have positively impacted on outstanding trial numbers and these recovery plans are both monitored and supported by all partners engaged in the Local Criminal Justice Board. From a Magistrates Court perspective, the position is almost at pre-Covid levels and as a result of some effective partnership working between Her Majesty's Courts and Tribunals Service, the Crown Prosecution Service and the Police, inroads are starting to be seen in relation to the position in the Crown Court too.

The most concerning impact of the delays was felt by victims and witnesses who were waiting for court dates. The Witness Care Unit (wcu) have been effectively managing these victims, offering support and maintaining contact on a regular basis. The challenging nature of short notice changes has resulted in the requirement for some last-minute communications about trial dates to victims, and the wcu staff should be acknowledged for their sensitive handling of such situations. Their honest and positive approach resulted in a sustained level of engagement and the additional resourcing secured through the PCC's precept funding enabled this support and care to continue. It also enabled the welfare of the wcu staff to be prioritised as it was recognised that protracted contact with victims can have a detrimental effect on the welfare of case workers in the team, so additional resources were brought in on a temporary basis which had a positive impact for all staff.

As an early pilot force for Video Enabled Justice, Norfolk was able to maintain effective hearings for offenders arrested and in custody with Video Remand Hearings continuing during the pandemic. This approach was invaluable and enabled the processing of detainees in a timely and appropriate manner whilst maintaining social distancing and the health of all involved.

The Constabulary are progressing their arrangements in relation to Out of Court Disposals where suitable low-level offending cases can be addressed outside of the court process. The initial rollout will take place in Great Yarmouth and Lowestoft and is designed to pilot and test the approach as well as scoping the diversionary pathways required and available to support offenders. The aim will be to eventually remove all of the Out of Court Disposal options with the exception of conditional cautions and community resolutions, and will look at opportunities to divert an offender from court whilst seeking opportunities to rehabilitate them and prevent reoffending in the longer term. Work is currently ongoing to recruit case workers who will monitor compliance of any conditions issued and a planned evaluation is being devised with the University of Suffolk.

Referrals to Norfolk and Suffolk Victim Care continued on a regular basis for all victims who requested support and in conjunction with the OPCCN, the force also launched a Restorative Justice service, which was available in cases of low-level offending.

## 4.6 Deliver a modern and innovative service

### The sixth priority focuses on:

- > Supporting the police by giving them the tools they need to fight and reduce crime
- > Improving information technology network connectivity and invest in new technologies
- > Improving information-sharing across partner agencies.

The ICT (Information and Communications Technology) department helped the Constabulary and OPCCN respond quickly to the significant impact of Covid. During the initial lockdown period, video conferencing software Skype was introduced to supplement and enhance the already available telephone conferencing facilities. This supported the Constabulary's and OPCCNs efforts to socially distance the workforce and minimise attendance at work for those staff that could work remotely.

In helping to fulfil business continuity plans, ICT procured and issued 642 laptops across both Norfolk and Suffolk Constabulary's on a risk-based prioritisation system. This significant purchase requirement meant working closely with suppliers to gain access to limited stock as laptops were scarce during the early part of the pandemic.



With remote working came the need to review and upgrade the technology that allowed staff to digitally link in from home to join the Constabulary networks. ICT quickly supported the enhancements that allowed for over 1,200 remote connections across Norfolk and Suffolk. For context the previous record number of users had been 650 during the heavy snow of 2018.

With Skype offering a temporary solution, background work accelerated on the introduction of Microsoft 365. As with all police use of commercial systems this meant working with national bodies such as the National Enabler Programme and the Police Risk Board to ensure that the information and usage of the system would be safe and secure. The work completed by the team led to permission to proceed from National Police ICT Risk Management Team.

For those staff remaining at work, the ICT department supported business continuity plans by deploying teams to establish workspace over a wider part of the estate to support social distancing. Significant efforts were made to move and establish computing equipment in several new environments. For example, one of the main Constabulary meeting rooms was re-purposed as a call handling facility for the Contact and Control Room.

Alongside the Covid response, ICT delivered some other significant developments in the last year. Having obtained the green light to implement Microsoft 365, the team rolled out the digital communications facility. Microsoft Teams was introduced to include both video and audio calling, but it also enabled document sharing and the messaging system. This enabled the Constabulary's staff to access several communications channels from the text chat facilities through to the ability to host large-scale remote meetings with presentations. This project went some way to replacing the options open to staff who would normally have physical interactions face-to-face in an office environment.



The Constabulary also rolled out its 'OPTIK' product to all operational staff in January 2020. OPTIK was the chosen digital software solution that would allow officers to access force systems remotely away from a police station. The key objectives of the system were to:

- > Reduce the number of times an officer would have to return to a police station to complete a task
- > Increase the available operational data an officer could access themselves whilst at the scene of an incident
- > Ensure the interface for an officer was intuitive and easy to use in the operational environment
- > Reduce the workload of the Contact and Control Room by empowering officers to obtain the information themselves
- > Support officers to make better decisions for the public based on quicker access to information
- > Populate key police system updates through one submission of information by the officer from the tablet.

This means that officers can now utilise key police systems whilst on patrol or at an incident, including:

- > Police National Computer (including DVLA connectivity)
- > Command and Control Incident reports
- > Missing Persons Database
- > Home Office Biometrics (mobile fingerprint identification)
- > Stop/Search database
- > Key forms including witness statements and crime reports.

The OPTIK project continues and further options are being developed to support frontline officers, including electronic pocket notebooks which are planned to come on-line in the next 12 months.

Alongside supporting operational policing there were several updates to key support systems, including an upgrade of the back-office system that runs the financial and human resources services and the introduction of an automated support to assist the Constabulary vetting procedure. The team also worked across the year to prepare for the introduction of a public interface with the Constabulary's Crime Recording System; this project will see fruition in the first quarter of 2021/22. All these achievements would only have been possible by the drive, determination and flexibility shown by the ICT workforce.

The ICT department completed several key objectives from its roadmap which oversees the modernisation and refresh of the desktop estate. Successes during the last year included:

- > Update of the back-office system that manages the desktop and mobile estate
- > Body Worn Video – a new camera model has been identified and the business case is being developed to oversee a replacement of existing units
- > Supporting the continuing development of the Constabulary's Modern Workforce Programme – ICT are developing options for staff to work more flexibly in a variety of roles and locations
- > Developing preparatory work for replacement of the Airwave system (police radios) which is due for roll-out in the next couple of years
- > Supporting the Estates strategy with the introduction of the new policing hubs in Broadland and Swaffham and scoping the upcoming changes that will result from these moves
- > Working with colleagues in the region to scope the provision of cloud-based solutions where appropriate.



## 4.7 Good stewardship of taxpayers' money

### The seventh priority focuses on:

- > Delivering an efficient policing service, achieving value for money for all Norfolk residents
- > Joining up emergency services and identify opportunities for further collaboration
- > Developing robust accountability frameworks and governance arrangements
- > The PCC is responsible for setting the budget for policing in Norfolk, monitoring how that budget is used, and holding the Chief Constable to account.

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

Government grants had reduced year-on-year since 2010 although there have been some limited increases from 2019/20. However, as a result of previous reductions, Norfolk Constabulary has been required to make significant annually recurring savings. The fact is that finances are getting tighter as demand increases, and that makes efficient use of those resources and good stewardship of our budgets critically important.

## Where the money comes from

Sources of income	Budget 2018/19 £m	Budget 2019/20 £m	Budget 2020/21 £m	Budget 2021/22 £m
<b>Government funding</b>	87.2	88.8	94.8	100.2
<b>Council Tax</b>	67.4	76.0	79.9	82.9
<b>Approved budget</b>	154.6	164.8	174.7	183.1

Home Office Grant remained the same at £87.2m in 2018/19 as in 2017/18 but which indicated a real term drop in funding taking inflation into account. The increase to £88.8m in 2019/20, £94.8m in 2020/21 and £100.2 for 2021/22 was welcomed after challenging settlements, however much of this increase related to the officer uplift programme to increase police numbers nationally by an additional 20,000 officers. In recognition of funding challenges and increased demand, the settlement came with the ability to request an increase in council tax above inflation. The council tax increased by 3.95% for 2020/21 and 5.68% for 2021/22.

However, there still was the need to make savings to balance the budgets and to the end of March 2021, those annually recurring savings since 2010 now total £37m. Around half of that total has come from collaboration between Norfolk and Suffolk Constabularies and with limited opportunities remaining for collaborative savings within that partnership, a regional team is set up to look at wider change programmes for the seven forces in the East (Norfolk and Suffolk; Bedfordshire, Cambridgeshire and Hertfordshire; and Essex and Kent).

The establishment of a regional procurement team is expected to bring savings through economies of scale over the following financial years.

## How the money is spent

Sources of expenditure	Budget 2019/20 £m	%	Budget 2020/21 £m	%	Budget 2021/22 £m	%
Employees	136.3	82.7	150	85.9	157.5	86.02
Premises	16.9	10.3	16.3	9.3	16.9	9.23
Transport	3.2	1.9	3.5	2	3.6	1.97
Supplies, services and other	23.3	14.1	21.7	12.4	23.1	12.62
Capital financing	4.3	2.6	7.3	4.2	4.8	2.62
<b>Gross budget</b>	<b>184</b>	<b>111.7</b>	<b>198.8</b>	<b>113.8</b>	<b>205.9</b>	<b>112.45</b>
<b>Other income</b>	<b>-19.2</b>	<b>-11.7</b>	<b>-24.1</b>	<b>-13.8</b>	<b>-22.8</b>	<b>-12.45</b>
<b>Net budget</b>	<b>164.8</b>	<b>100</b>	<b>174.7</b>	<b>100</b>	<b>183.1</b>	<b>100</b>

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

## How the budget is monitored

Financial transparency	Budget 2020/21 £m	Outturn 2020/21 £m	(Over)/under spend £m
OPCCN	1.1	1.0	0.1
OPCCN commissioning (net <sup>1</sup> )	1.2	1.2	0.0
Operational policing	161.9	162.8	-0.9
Capital financing	9.6	7.6	2.0
Contribution to reserves	0.9	1.4	-0.5
<b>Total spending before use of reserves</b>	<b>174.7</b>	<b>174.0</b>	<b>0.7</b>
Contribution to/(from) PCC & Efficiency reserve	0.0	0.1	-0.1
Contribution to/(from) budget support reserve	0.0	0.6	-0.6
<b>Net spending</b>	<b>174.7</b>	<b>174.7</b>	<b>0.0</b>

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

The PCC monitors and scrutinises the budget closely, with formal reports on spending reviewed at Police Accountability Forum meetings which were held throughout the year to hold the Chief Constable to account.

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

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

After allowing for the use of reserves, as budgeted, the total group (comprising the PCC and the Chief Constable) budget for 2020/21 was balanced.

### Looking ahead – budget 2021/22

Looking to the future, the Home Office announced Operation Uplift, a programme to recruit 20,000 new police officers over three years. This programme of recruitment is well underway in Norfolk.

For 2021/22 the government gave all PCCs the power to increase the Council Tax by a maximum of £15 per annum (at Band D). Having consulted with Norfolk’s communities and obtained a positive response on whether they would be prepared to pay more to support their police service, the previous PCC took the decision to increase the Council Tax precept for the year by 5.68%. This amounts to an extra 29 pence per week or £9.99 per year for households in a Band D property. This increase enabled the PCC to set a budget of £183.1m for 2021/22. Importantly the additional resources help maintain current levels of service and allows Norfolk Constabulary to tackle the new challenges they are facing.

Subject to the police service continuing to find efficiencies, the settlement will still be challenging in a world where increased police numbers and the introduction of the new professional policing qualification (PEQF) comes with increased costs. With the current economic uncertainty, it is unclear at this stage what opportunity there will be with the precept moving forward. The PCC will aim to consult on this, once there is clarity, at the end of this calendar year. The government have also launched a Comprehensive Spending Review which would determine central funding from 2021/22 onwards. There are plans this will be a multi-year funding settlement which would be welcomed; however, challenges will exist with the associated costs the pandemic has brought to the country’s finances.



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

Full details of revenue and capital spending in 2020/21, the 2021/25 Medium-Term Financial Plan (including the Reserves Strategy), and the Statements of Accounts, can be found in [the Finance section of our website within the Key Information menu](#).

## Overview of the Contact and Control Room

The Covid pandemic has presented several challenges to the operation of the Contact and Control Room (CCR).

The organisation prioritised supporting the CCR as one of the critical business areas and ensured additional office space was made available to allow for ICT infrastructure to set up additional call handling facilities. This enabled the teams within the CCR to attend the workplace but have the reassurance of effective social distancing in order to help minimise the risk of picking up the virus. In addition, the fall-back facilities at Dereham Police station were activated to help create additional space as well as create a natural divide in the workforce to help reduce the risk of infection. A stringent cleaning and sanitisation routine were introduced within the CCR room to ensure the shared workspaces were left safe for the next user and handover procedures between the teams were refined to minimise contact.

Despite all the work, during the past year there have been periods of time where infection and self-isolation have had a significant impact on staffing numbers and contingency plans needed to be activated. These plans included drafting in control room trained officers and staff from across the organisation. The flexibility, motivation and willingness of teams working in the CCR and the wider workforce to support the process has been a credit to the Constabulary and allowed it to maintain effective capacity and capability when responding to the public and partner agencies. The proof is that at no time did the activation of these contingency plans jeopardise public safety however using officers to resource the CCR does have an impact on frontline visibility.

It was clear that Covid increased demands on the call handling teams around calls relating to the pandemic, be it offering advice, reassurance or to engage with a caller wishing to report breaches of lockdown restrictions. These calls surged considerably following announcements of changes to lockdown restrictions and guidance, requiring staff to keep their professional knowledge up to date whilst providing normal services of a police control room.

As well as managing calls for service during this extraordinary period, the CCR has also continued to look for opportunities to improve the service to the public. Recognising the emphasis on prompt, risk assessed and public focused communication, a review was undertaken to consider the resourcing model for the staff. Its findings identified an opportunity to structure the teams within the CCR in a different way. After consulting with staff, a new shift pattern was introduced with the aim of optimising the number of staff to answer calls based on the call demand profile. In addition, the PCC funded several additional control room staff to help address the increased call volume to ensure the current service levels could be maintained.

The CCR also advanced its continuing modernisation programme although at a reduced pace due to the pandemic as technological resources were diverted into other priority areas. 2020/21 saw the introduction of digital services to engage with the CCR, including the introduction of a 'Live Chat' facility. This technology allows the public to contact the police through the Constabulary website and have a two-way dialogue through callers using a smart device. This service is being trialled in 2021, but early findings indicate it is being well received by the public.

## Attending emergencies

The aim is for 90% of emergencies to be attended within the Constabulary's target. The target for urban areas is 15 minutes and for rural areas, 20 minutes (timings calculated from the point of the call being received to an officer being in attendance). In the last year, 91.6% of emergencies in urban areas were attended within the target time and 88.5% of rural emergencies were attended within the target time.

Despite a more recent reduction in 999 calls (since August 2020), the proportion of emergency incidents that are attended within the target time is on par with the long-term average (90.0% compared to 89.7% long-term average), indicating that the Constabulary are effectively managing the changes in demand. The number of incidents recorded as Grade A (emergency response) over the twelve months up to the end of March 2021 has decreased by 2.4% against the long-term average (41,706 against 42,728), and is set against an increase of 4.7% in incidents recorded as Grade B (priority response) over the same period. These trends are likely to reflect the impact of Covid on policing caused by a change in social activity both over the period of lockdown and the subsequent easing and reinstating of lockdown measures.

## Answering emergency calls

The national target is to answer 90% of 999 calls within 10 seconds and this has been achieved in the past year as 91.3% of 999 calls were answered within 10 seconds.

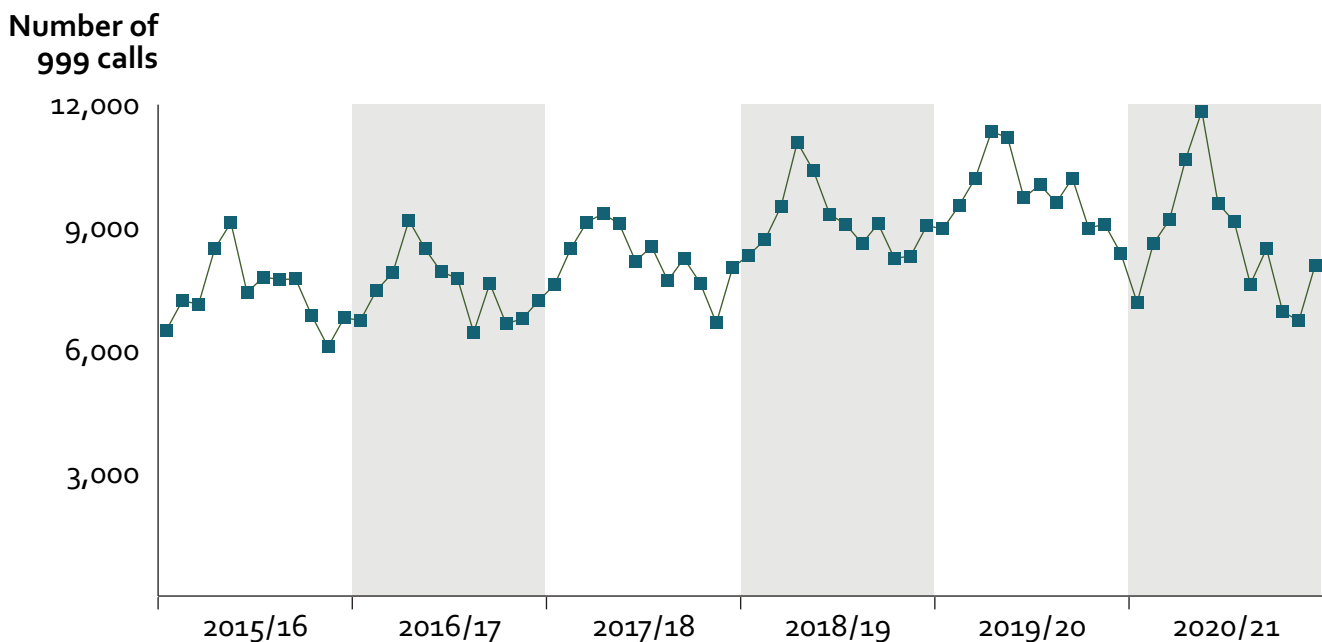
Norfolk Constabulary continues to perform strongly around the ability to answer 999 calls within 10 seconds. Despite a peak in 999 calls in August 2020, the number of emergency calls had dropped to their lowest level for two years before increasing again in March 2021. Again, this trend is likely to reflect the easing and reinstating of lockdown measures. Figure 1 and Table 2 shows the number of 999 calls being answered in Norfolk in 2020/21 compared to previous years.



**Table 2: Number of 999 calls received in Norfolk by month  
(2015/16 – 2020/21)**

Month	15/16	16/17	17/18	18/19	19/20	20/21
April	6,485	6,731	7,602	8,324	8,968	7,169
May	7,213	7,470	8,480	8,701	9,536	8,601
June	7,125	7,891	9,133	9,518	10,204	9,189
July	8,483	9,174	9,337	11,082	11,344	10,667
August	9,118	8,478	9,088	10,385	11,194	11,842
September	7,408	7,914	8,181	9,324	9,725	9,590
October	7,791	7,761	8,531	9,074	10,046	9,144
November	7,730	6,438	7,700	8,610	9,603	7,617
December	7,743	7,634	8,244	9,091	10,203	8,483
January	6,844	6,653	7,642	8,247	8,987	6,940
February	6,087	6,766	6,668	8,301	9,079	6,724
March	6,793	7,205	8,017	9,042	8,362	8,079

**Figure 1: Number of 999 calls received in Norfolk by Financial Year  
(2015/16 – 2020/21)**



## Answering 101 calls

In the past twelve months, the Constabulary answered post-switchboard 101 calls on average within 4 minutes and 31 seconds. Whilst comparison to the long-term average cannot yet be provided due to having not yet accumulated four years' worth of data, comparison against the previous year can be provided which showed that the Constabulary answered post-Switchboard 101 calls within 4 minutes and 21 seconds, indicating that the CCR is still operating in line with previous levels of service.

Over the past year, almost 150,000 101 calls were received by Communications Officers (post-switchboard and including night service). Of the 101 calls received into the switchboard during this period, approximately 47% were resolved by Switchboard Operators whilst the remainder were transferred to Communications Officers. Just under 280,000 101 calls were received into the switchboard during the last twelve months.

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

The indicator for the percentage of the public who agree the police are doing a good job is a question asked as part of the Crime Survey of England and Wales (CSEW). Due to Covid restrictions, face-to-face surveys by a researcher in the home of the participant have not taken place since March 2020 and are now being undertaken by telephone. This has resulted in no recent CSEW confidence data being published at police force area level owing to the smaller sample sizes. Also, some of the information that would usually be provided in the CSEW data is not being asked in the telephone survey.

In the absence of CSEW data and in an effort to develop a more detailed understanding of the views of the local community on policing matters, a community perceptions survey is now in its second year and is beginning to generate rich insight into the observations of the public on a number of key policing and personal safety matters. The data is available at county and district level, identifying local trends and areas to improve or where best practice could be shared (please refer to the 'Increase Visible Policing' section for further information and survey results).

## Performance metrics

### Good stewardship of taxpayers' money in Norfolk

Indicator	Last 12 months <sup>1</sup>	Long term averages <sup>2</sup>	Difference
% Emergencies in target	90.0%	89.7%	+0.3 p.pt
% of 999s answered within 10 seconds	91.3%	90.6%	+0.7p.pt
Average time to answer 101 <sup>3</sup> calls (county only)	4 minutes and 31 seconds	N/A	N/A
% of public who agree police are doing a good job (Crime Survey for England and Wales – CSEW) <sup>4</sup>	Data unavailable		

1 Date range used for indicators is 01/04/2020 – 31/03/2021.

2 The date range for the last 12 months is 01/04/2020 – 31/03/2021.

3 This figure represents the average answer time for 101 calls that have not been re-routed through to a self-service option. Those that remain in the 101 queue are then triaged by switchboard into either emergency, priority, routine, or advice calls which continue to a communications officer (if not dealt with by switchboard at the initial point of call). This indicator will continue to be reviewed for accuracy and to ensure it is methodologically sound. A long-term average for 101 calls will not be available until we have accumulated four years' worth of data (three years to calculate the preceding average, in addition to a further twelve months to calculate the current twelve-month figure).

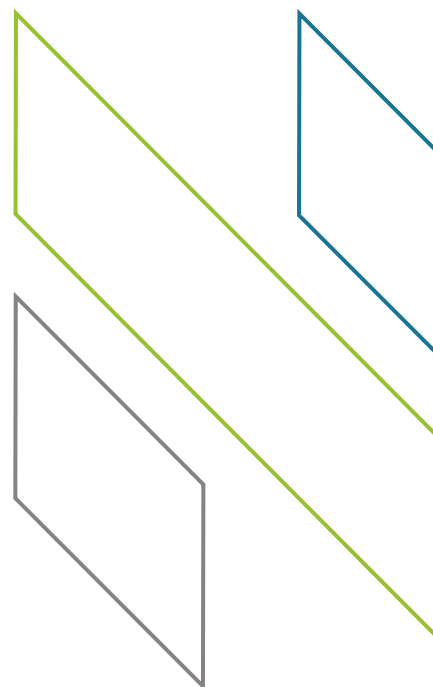
4 The public confidence measure uses the range April 2019 – March 2020. Currently there is no new CSEW confidence data being published.

## SECTION 5

# Police complaint reviews

In February 2020, the OPCCN became the relevant review body for police complaints following legislative changes set out in the Policing and Crime Act 2017. The Home Office introduced changes to the Police Complaint system and part of these reforms were how reviews of police complaints (formerly known as appeals) were dealt with. The PCC had taken on the review of police complaints, where the police force would have previously been the appeal body.

The reason for this change is to ensure that reviews are impartial and carried out independently, providing greater assurance to the public. Previously, complaint reviews were carried out by the Independent Office for Police Conduct (IOPC) or the Professional Standards Department within each police force, so this change has resulted in greater autonomy. In order to manage this new process, the OPCCN recruited a dedicated Police Complaints Review Officer who had delegated authority from the PCC to undertake the review on his behalf.



The number of complaint reviews handled by Norfolk PCC between 1 April 2020 and 31 March 2021 is set out below:

Number of reviews	Invalid reviews	Referred to the IOPC <sup>1</sup>	Valid reviews	Upheld valid reviews
52	8	3	41	8

<sup>1</sup> Independent Office for Police Conduct

You can find out more information on the police complaint review process on [the Norfolk PCC website, under the complaints and reviews section](#).

## SECTION 6

# Norfolk County Community Safety Partnership

The Norfolk County Community Safety Partnership (NCCSP) is the structure comprising the organisations in the county that have a legal responsibility to assess levels of crime and put in place plans to reduce crime and keep communities safe. These 'Responsible Authorities' include all local authorities, the police, probation, fire, Clinical Commissioning Group and other partners that are integral to tackling crime and disorder in our county.

During 2020/21, the NCCSP focussed on county-wide strategic themes, addressing some of the biggest threats that cause significant harm to many, including domestic abuse and County Lines drug dealing.

The focus on domestic abuse during this period was especially important, due to the widely recognised impact of the Covid pandemic on families affected by this issue. The partnerships Domestic Abuse and Sexual Violence Group (DASVG) put in place executive arrangements to provide more agility to regularly assess levels of abuse, calls for service and the demand and availability of support agencies. Lead by and supported by the OPCN, the DASVG also became the Domestic Abuse cell of the Norfolk Resilience Forum Tasking and Co-ordination Group.



Over the past 12 months, achievements included:

- > Increasing levels of specialist domestic abuse support
- > Filling gaps in specialist domestic abuse support services in some district council areas including Great Yarmouth (funded by the OPCCN)
- > Increasing availability of emergency accommodation (funded by Norfolk County Council)
- > Facilitating the provision of laptops to children in refuge accommodation to support their home schooling
- > Provision of emergency mobile phones
- > Raising awareness of the availability of services through a communications strategy that included several radio adverts
- > Launching the 'HEAR Campaign' to encourage employers to provide more information and support for victims of domestic abuse, which was particularly important due to the increases in home working and social restrictions.



With regards to 'County Lines' (a term used to describe the involvement of organised criminal networks and street gangs in moving illegal drugs from cities to other parts of the UK), the NCCSP adopted and delivered its multi-agency strategy and delivery plan, which included:

- > The development of improved knowledge of the problems associated and where these were having the biggest impact
- > Continued work in communities and schools to raise awareness of County Lines and provide support to vulnerable children through the St Giles sos+ Programme.

The Norfolk Anti-Slavery Partnership was also launched, which was a subgroup of the NCCSP and supported by the British Red Cross through funding provided from the OPCCN. In launching the partnership, the terms of reference and key objectives were agreed, along with an action plan to tackle this form of criminal exploitation and support victims.

In addition to managing the NCCSP and co-ordinating and, in some cases, leading on the response to its three strategic priority themes, the OPCCN also embarked on transforming the partnership to be more effective, delivering greater outcomes and making a bigger difference across a range of community safety issues in every part of the county. The Police Reform and Social Responsibility Act 2011 strengthened the relationship between PCCs and Community Safety partnerships placing the importance on partners working closely together in order to deliver their respective priorities, mainstream resources and aim to align funding to provide greater impact on crime and disorder – both at a county and local level.

Norfolk County Council and the OPCCN recognised the opportunity presented to strengthen the support to the NCCSP and its partner authorities, with the creation of a single Community Safety Team to maximise the use of resources, reduce duplication and improve effectiveness. This is hosted by the OPCCN, supporting and working directly to the Chief Executive and Chair of the NCCSP. This is delivered through a 'Memorandum of Understanding' which sets out the principles and understanding on which Norfolk County Council and the OPCCN will proceed, and as such provides a framework within which to develop a formal approach to staffing and recurrent and legacy funding.

Norfolk County Council and the OPCCN share objectives to work together to tackle:

- > Reoffending
- > Crime and disorder
- > Anti-social behaviour
- > Alcohol and substance misuse, and any other behaviour which has a negative impact on the local environment.



The OPCCN has undertaken a fundamental review of the NCCSP and with the support of all responsible authorities there has been significant progress, including:

- > Developed a new NCCSP Strategic Plan for 2021–2024
- > A full consultation process and public scrutiny
- > Developed neighbourhood and locality working across all local authorities
- > Developed new governance procedures and completed a Strategic Assessment
- > Improved the public scrutiny role with additional meetings
- > Developing a new communications strategy and action plan to support partner authorities
- > New governance and processes in place for the management of Domestic Homicide Reviews.

The OPCCN enjoys an excellent working relationship with all responsible partners, working together to improve community safety for local communities.

## SECTION 7

# Emergency services collaboration

The Policing and Crime Act 2017 introduced a statutory duty on the police, fire and rescue and ambulance services to keep opportunities to collaborate under review and to collaborate with one another where it is in the interests of either their efficiency or effectiveness.

Following a formal agreement signed by the PCC and the leader of Norfolk County Council, a collaboration board was formed to explore ways for Norfolk's Police and Fire and Rescue Services to better work together.

The [second annual report](#) highlights the progress made during the second year of enhanced collaboration.



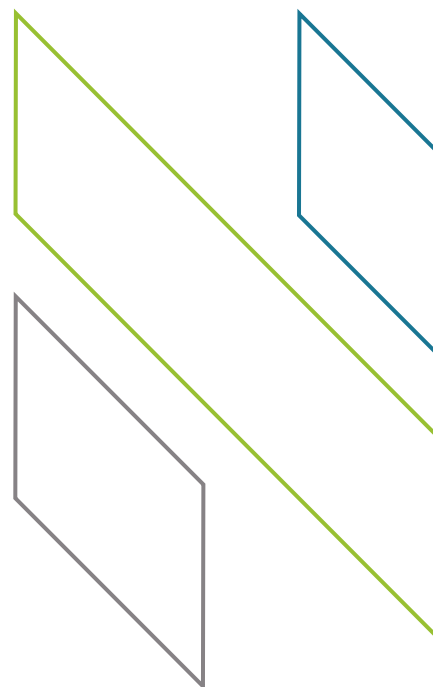
## SECTION 8

# Get involved

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

By having your say on key issues, such as what Norfolk’s policing priorities should be or how much you pay for policing through council tax, you ensure community views influence the decisions the PCC makes. Keep an eye on the Norfolk PCC website – [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk) – for details of how you can ensure your voice is heard on the issues that matter most to you. All public consultations will also be widely promoted through traditional and social media.

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



Regular Police Accountability Forum meetings with the Chief Constable continued to take place throughout the year. Due to ongoing Covid restrictions, these were held virtually rather than face-to-face in a public setting, so a video of each meeting was recorded and uploaded to the PCC website along with agendas, reports and minutes to ensure that the public could still see the PCC holding the Chief Constable to account for the policing service delivered in the county.

The PCC was also unable to continue with his tour of the county conducting face-to-face public engagement due to the Coronavirus restrictions, however the PCC partnered with the Norfolk Association of Local Councils and held a series of virtual 'Question and Answer' sessions throughout 2020 and into early 2021.

# SECTION 9 Appendices



## Appendix A

# Equality update

The PCCs Police and Crime Plan set the equality objectives for the OPCCN, progress against which is updated on an annual basis. Over the past year, the PCC and the OPCCN made significant progress against the objectives; for the next financial year, the equality objectives have been adapted to make sure the PCC and OPCCN deliver the best service for everyone in Norfolk and to align the objectives closely to Norfolk Constabulary's.

### Our equality objectives

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

Over the past twelve months, face-to-face engagement has been made difficult by the restrictions in place to respond to the pandemic. The PCC employed an extensive engagement plan with the people of Norfolk, using all available resources.

The PCCs engagement activity was made accessible to different groups with different needs by making sure different protected characteristic groups were included in engagement activity.

The PCC undertook a consultation on the policing precept, in which protected characteristic engagement was monitored and additional steps were taken to consult hard to reach groups.

The OPCCN organised 'Question and Answer' sessions via Microsoft Teams for the public to ask the Constabulary and PCC questions about policing locally.

The Independent Advisory Group is managed by the OPCCN and helps with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk.

The PCCs Youth Commission allows young people to get involved and have their say about policing and crime where they live.

**Objective 2: Make sure all plans and strategies reflect and, where relevant, contribute to promoting equality. Make sure that commissioned service providers and grant recipients share this commitment and reflect it in all relevant areas of their work.**

OPCCN staff are regularly reminded of their equality duty, ensuring that staff always work to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between groups with and without protected characteristics.

All grant agreements and contracts entered by the OPCCN require the recipient organisation to be compliant with all anti-discrimination legislation, ensuring commitment to equality from the providers we work with.

The OPCCN embedded its [Equality Impact Assessment policy](#) within its processes, cementing equality in all activity.

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

The OPCCN provides several victim services through a devolved Ministry of Justice fund. It uses this funding to commission the Norfolk and Suffolk Victim Care, Independent Domestic Violence Advisors, counselling services for victims of sexual violence, support for vulnerable victims of fraud, a restorative justice service and funding for generic domestic abuse services. Many of the victims that access these services are vulnerable, so services are designed to accommodate this.

To ensure that local services were able to continue to provide support to vulnerable people in Norfolk during the pandemic, the OPCCN distributed the Ministry of Justice COVID-19 Extraordinary Fund. The funding meant that services were able to continue supporting victims and offenders, despite the restrictions relating to the pandemic.

The PCCs Hidden Victims Fund welcomed bids to support victims that are 'hidden' from plain sight, with funding available totalling £450,000. This fund was used to support victims of modern slavery, young people at risk of becoming exploited by gangs in Norfolk and to support indoor sex workers at risk of human trafficking.

In addition, the OPCCN distributes the Crime and Disorder Reduction Grant locally. It uses part of this funding to part fund the WONDER+ service. The WONDER+ service supports female offenders, or women at risk of offending, to reduce their vulnerability and prevent potential future offending.

The OPCCN was awarded over £400,000 by the Home Office's Safer Streets Fund. It used this funding to make some of the most vulnerable places to acquisitive crime in Norfolk safer for their residents.

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

Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit Norfolk's Police Investigation Centres, unannounced and in pairs, to check on the treatment and welfare of people held in police custody.

During 2020/21, 18 ICVs carried out 171 visits seeing 273 detainees. This is 92.3% of those available. A further 141 who were unavailable to be visited were observed by the ICVs.

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

The PCC, the OPCCN and the general public all play a role in scrutinising Norfolk Constabulary's compliance with the Public Sector Equality Duty and its diversity performance. This has been achieved virtually over the past 12 months through:

The Police Accountability Forum – public facing meetings where the PCC held the Chief Constable to account for implementing Norfolk's Police and Crime Plan, including its role in achieving the PCCs equality objectives.



The Strategic Governance Board – internal board meetings where the PCC scrutinised the Chief Constable. These meetings featured regular agenda items on the police equality and diversity performance.

Public Question and Answer Sessions – the OPCCN developed a new method of engaging with Norfolk’s different community groups, the ‘Public Question and Answer Session’. These events provided members of the public the opportunity to ask questions of senior police officers and the PCC regarding all aspects of policing.

**Objective 6: Be accessible, open and transparent, publishing equality information on the Norfolk PCC website and welcoming feedback at any time on my approach to meeting my equality duties.**

The PCC and OPCCN has remained open and transparent in a range of ways detailed in the previous objectives’ updates.

The OPCCN publishes its equality information on its website. As of 31 March 2021, seven members of staff were male and 16 were female, with two from either an ethnic minority background or having a disability (as defined in Section 6 of the Equality Act of 2010).

## Appendix B

# Independent Advisory Group update

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

The group has a key role in helping to increase the public's trust and confidence in the police, particularly amongst minority communities. It helps 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.

This year IAG has had to adapt and change the mechanism in which it has continued to act as a positive conduit, continuing to build trust, confidence and better relationships between diverse communities and Norfolk Constabulary. Due to the Covid pandemic, IAG members have developed a new way of holding meetings, making use of the virtual meeting platform, Microsoft Teams.

The first virtual meeting was held in May 2020, attended by all 12 IAG members, with the aim to provide feedback to the police on the community impact of Covid as well as find out how police and partners are working together in the difficult climate. The meetings have been held virtually each month throughout 2020 and 2021, to ensure that members were receiving regular updates from the Constabulary on the policing and crime levels across the county.

During 2020 and into early 2021, IAG members have continued to be informed about the vital work being carried out by the OPCCN, police and partners to support victim services across the county in areas including domestic abuse and scam prevention. During the initial lockdown, IAG members played a vital part in sharing police messaging to the wider

communities of Norfolk, alongside raising any concerns about the most vulnerable communities across Norfolk. The IAG chair, Les Rowlands, was provided the opportunity to attend weekly 'virtual' Covid strategy meetings and asked to provide comment on how the developing policing strategies were being implemented.

Recruitment has continued again throughout 2020 and early 2021, with an increase in enquires from members of the public who wish to join the IAG. At the end of March 2021, two new members have been recruited with several persons going through the application and vetting process. Recruiting new members onto the group helps to provide a continuous discourse between the police and a variety of communities, particularly those underrepresented groups across Norfolk.

## Appendix C

### Youth Commission update

The Youth Commission was set up in 2017 and allows young people to get involved and have their say about policing and crime where they live. Youth Commissioners are a diverse group of young people, aged between 14 and 25 years old, from all over the Norfolk policing area. The Commission has been established to enable young people to voice their opinions and be heard. By sharing their views and experiences of crime, policing and 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.

To ensure that a voice for the youth continued during Covid lockdowns and as the restrictions eased, the Youth Commission completed a 3-phase project between March and October 2020 to identify key concerns and challenges. Each set of findings were fed back to OPCCN to support strategies for young people over this time and to inform and direct how the OPCCN develops its priorities and focus areas.

The Youth Commission conducted an initial consultation with a broad range of young people on what their concerns were. The Youth Commissioners asked about the relationship between Covid and the impact on policing, crime and vulnerability and gathered commentary and observations from external stakeholders, such as legal professionals and specialist support providers. There was extensive feedback about the effects of missing education and isolation, with a big emphasis on domestic abuse and access to mental health services, and how information reaches young people.

The initial phase very quickly highlighted the need to look at how young people interpret domestic violence alongside concerns about access to mental health support which led the Youth Commissioners to evaluate how campaigns can be more effective in phase 2.

In phase 3, the project progressed to consulting with young people on what methods of raising awareness and channels of communication work best for them and helped the Youth Commissioners identify where resources could be redirected to make information more visible and inclusive.

At the end of 2020, the Youth Commissioners published a report which captured the key feedback and consolidated the findings from each phase of the project into achievable recommendations and an action plan for the Norfolk PCC Youth Commission to take forward and deliver in early 2021.