

Strategic Objective	Action	Evidence/Link	Commentary
Priority 1: Increase Visible Policing			
SO1: Increase the Number of Volunteers in Policing	Support initiatives to increase volunteering in policing through the PCC's Early Intervention Fund (OPCCN)	http://www.norfolk-pcc.gov.uk/documents/transparency/decisions/2016/2016-23-Early-Intervention-Fund-EIF.pdf	Through the fund new equipment has been purchased to carry out speeding initiatives using Special Constables in South Norfolk, Great Yarmouth and North Norfolk. These initiatives are ongoing and integrated into the work of Community Speedwatch.
	Develop a Citizens in Policing command through the Norfolk 2020 review, publish a Citizens in Policing strategy, increase engagement methods with diverse communities, realign and restructure the command in line with Force and PCC priorities (NC)		Community Safety and Citizens in Policing Command has now been established with objectives around increasing engagement with diverse communities and increasing the number of volunteers in policing.
	Increase the number of community volunteering schemes such as SpeedWatch and HomeWatch (NC)		Community Speed Watch has now been integrated within this command and an increase from 660 to 758 schemes can be reported within the county. A further 18 volunteers are currently being vetted. Home Watch is being rebranded to Neighbourhood Watch currently with 243 registered schemes and 255 coordinators countywide. Community Engagement Officers have the mechanisms to set up new schemes.
SO2: Increase opportunities for the public to engage with the PCC and police	Develop and implement a new communications strategy for the OPCCN, reflecting the priorities of the PCC (OPCCN)	http://www.norfolk-pcc.gov.uk/documents/policy/communications_and_engagement_strategy/COMMS-AND-ENGAGEMENT-STRATEGY-2016.20-Final-v1.docx	New Community Strategy has been published which supports the Police and Crime Commissioner in his pledge to be visible, accessible and accountable.
	Introduce a Tell Lorne email system to give the public direct and swift access to the PCC (OPCCN)	http://www.norfolk-pcc.gov.uk/news/pcc-wants-to-hear-from-residents-in-great-yarmouth-north-norfolk-and-kings-lynn-and-west-norfolk/	New email account has been set up and is monitored daily by the Office of the Police and Crime Commissioner for Norfolk (OPCCN) staff - telllorne@norfolk.pnn.police.uk
	Conduct county-wide consultation, engaging with all communities, on the Police and Crime Plan (OPCCN)	<ul style="list-style-type: none"> • http://www.norfolk-pcc.gov.uk/news/haveyoursay/ • http://www.norfolk-pcc.gov.uk/news/pcc-wants-to-hear-from-residents-in-great-yarmouth-north-norfolk-and-kings-lynn-and-west-norfolk/ • http://www.norfolk-pcc.gov.uk/news/pcc-presents-draft-police-and-crime-blueprint-and-starts-to-put-meat-on-the-bones/ • http://www.norfolk-pcc.gov.uk/news/pcc-publishes-first-plan/ 	This is part of the new communications strategy and plan.

	<p>Conduct comprehensive county-wide consultations annually to inform the setting of the police precept (OPCCN)</p>	<p>(http://www.norfolk-pcc.gov.uk/news/budget-consultation-launch/)</p> <p>(http://www.norfolk-pcc.gov.uk/news/still-time-to-have-your-say-on-police-budget-come-and-meet-your-pcc/)</p> <p>(http://www.norfolk-pcc.gov.uk/news/pcc-makes-tough-call-and-increases-policing-element-of-council-tax-by-2pc/)</p>	<p>As above and during the last Police and Crime Panel (PCP) precept public consultation 2,212 people took part in the 2017/18 survey either online or via hard copy.</p>
	<p>PCC to engage with frontline police across the county (OPCCN)</p>		<p>The Police and Crime Commissioner has undertaken several scheduled visits to liaise with frontline officers and staff but also take every opportunity to conduct impromptu visits. Recent visits include Night Time Economy, Operation Gravity drugs warrant, Dogs Unit training day and Cadets events.</p>
	<p>PCC to attend, on occasion, meetings of Safer Neighbourhood Action Panels and similar schemes (OPCCN)</p>		<p>Thetford, Kings Lynn and Sheringham Safer Neighbourhood Action Panels (SNAPs) / resident group meetings / attended by Police and Crime Commissioner (PCC) and further visits will be planned throughout the duration of this plan. Part of the communications plan moving forward will be to conduct PCC surgeries.</p>
	<p>Introduce community engagement officers in all policing districts (NC)</p>		<p>Seven Community Engagement Officers have been appointed to each of the policing districts within the County.</p>
	<p>Develop wider contact via the community engagement officers with community groups such as parish councils and under-represented groups (NC)</p>		<p>Community Engagement Officers have begun a comprehensive plan to engage with local communities including Parish Councils and underrepresented groups.</p>
	<p>Develop innovative ways of consulting the public using both traditional and electronic methods such as social media surveys (NC)</p>		<p>Engagement officers are now using social media in a different number of mediums to communicate with the public. Norwich engagement officers have been conducting a pilot of a new innovative way to survey public opinion of policing priorities.</p>
	<p>Develop a local policing engagement strategy as part of the wider Citizens in Policing agenda (NC)</p>		<p>Local policing engagement strategy has been implemented and sets out how Local Policing command will effectively engage with Norfolk residents. Key aims are to actively engage with the public, utilise digital technology and reach a wider audience, ensure officers and staff have a clear understanding of expectations, actively engage with partners, and act on feedback to ensure the needs of service users are met.</p>

	Provide more opportunities for the Independent Advisory Group (IAG) members to be involved in local policing, including the Ethics Committee, selection processes, observations on safeguarding decisions, becoming part of the Stop and Search Scrutiny Panel and developing relationships with distinct commanders on operational issues (NC)		The Independent Advisory Group (IAG) has been considerably reinvigorated following the appointment of a number of new members. Whilst the IAG is an Office of the Police and Crime Commissioner for Norfolk (OPCCN) body, the Constabulary has been working in partnership to develop what is considerably a vitally important part for public engagement. The IAG is now involved in the chairing of the Ethics Committee, are actively involved in selection of Direct Entry Fast Track police officers and internal promotion processes. IAG also support lay observation of policing legitimacy and scrutinise use of coercive powers such as Stop and Search. Integration between District Commanders and local IAG is continuing.
SO3: Bring the community, including importantly young people, and the police together to develop more positive relationships	Create and manage a youth commission to give young people a greater say on police and crime issues (OPCCN)		<p>The youth commission consists of 25 young people from across the county with a diverse age range of 14-25 years. Since march the youth commissioners have developed six key areas that they feel matter the most to young people with regards to policing and crime. These six areas are:</p> <ul style="list-style-type: none"> • Journeys through the justice system • Relationship with the police • Mental health • Abusive relationships • Substance misuse • Peer pressure & social media <p>Over the course of September and October, the commissioners will be conducting a variety of workshops with other young people across the county on the above topics. The opinions will help develop a report that will have recommendations for the PCC and Police to develop better workings between young people and the police.</p> <p>So far the commission have gathered the views of over 150 young people across the county and have a busy schedule for the next six weeks continuing to collect these opinions.</p>
	Continue with the development of the Safer Schools Partnership, including delivery of key packages in line with priorities such as domestic abuse, healthy relationships, online safety and child sexual exploitation (NC)		Safer Schools Partnership is now an integrated part of the Community Safety and Citizens in Policing Command. Additional resources have been identified to develop the partnership further with Short Stay Schools, where we may consider many of the most vulnerable young people to be, and Primary Schools to capture children at an earlier age.
	Enhance operational effectiveness and partnership with the early help hubs across the county (NC)		Norfolk Constabulary is represented on the Early Help Improvement Board chaired by the Early Help Assistant Director in the County Council. Each Local Council District is engaged with plans to progress the development of Early Help Hubs through their District Commander and Operational Partnership Team (OPT) lead and all are at various stages of development. The Constabulary Early Help Hub strategy is in the final stages of development and links directly with the Local Authority Early Help Offer. The Early Help resource within the Multi-Agency Safeguarding Hub (MASH) is also under review and being expanded to ensure appropriateness of response upon receipt of referrals.
	Explore expansion of the cadet scheme, and co-operation and joint initiatives with other emergency service cadet schemes (NC)		Norfolk Volunteer Police Cadet Scheme is now fully integrated within the Community Safety and Citizens in Policing Command. The Constabulary have introduced a Cadet Unit in Norwich with a further four planned for implementation this summer. National funding has been secured to support the delivery of these new schemes and they are now exploring joint initiatives with other Emergency Service Cadet schemes.

	Participate in the youth parliament (NC)		The Constabulary is currently undertaking a review into how they best support the Youth Parliament.
SO4: Give people an opportunity to influence policing priorities where they live	Increase outreach to the wider community through public meetings and ensure public awareness of the Police Accountability Forum (OPCCN)		Police Accountability Forums (PAFs) have been scheduled throughout the county during the evenings followed by a public Question and Answer session with both the PCC and the Chief Constable. To date 172 people have attended the PAF events.
	Encourage a safer neighbourhood action panel or equivalent approach in all districts, specifics to the needs of the community (NC)		The Constabulary is conducting a review of Community Engagement processes concurrently with the introduction of the Engagement Officers. The pilot in Norwich for neighbourhood priority setting has seen encouraging results. Further engagement to be developed making best use of social media and technology whilst maintaining a traditional face to face meeting structure, supplemented by community and parish surgeries.
	Support the OPCCN in its development of the Police Accountability Forum (NC)		The Police Accountability Forum has been developed as a strategy to ensure that a medium exists where the Police and Crime Commissioner can hold the Chief Constable to account for the delivery of policing objectives in a public forum.
	Further develop a partnership approach with key stakeholders within local policing and specifically with minority groups (NC)		The revised Community Safety and Citizens Policing Command Diversity Team is working with local policing districts to develop more effectively minority group engagement through neighbourhood policing. The team has also developed more effective tension monitoring processes, to allow the Constabulary to respond more appropriately to matters that affect minority groups and those with protected characteristics.
SO5: Increase public confidence and reduce fear of crime	Implement the recommendations of the Norfolk 2020 review into local policing, particularly with regards to safer neighbourhood development (NC)		Norfolk 2020 has established an Implementation Board, chaired by the Deputy Chief Constable to oversee the implementation of what will be at least a two year programme of change. This meets monthly and currently has over 30 individual work streams relating to the 2020 review. Beneath this programme board are a number of working groups driving forward various aspects of the programme. Business cases with detailed cost and benefit analysis are being prepared for formal sign off, implementation is due in the autumn and appropriate communications and plans are being drawn up in line with the recommendations of the review.
	Review the complaints reduction strategy (NC)		The strategic profile for Professional Standards is currently under review which outlines a number of key aspects such as the highest categories of complaints, any trends and the circumstances of complaints. This is used to assist with future training of staff and community engagement.
	Further develop initiative, such as Operation Randall, in order to address areas of concern and particularly rural crime issues (NC)		The Constabulary in partnership with the Office of the Police and Crime Commissioner for Norfolk launched a new Rural Policing Strategy following the Police and Crime Commissioner's Rural Crime Summit in October 2016. The strategy is supported by an action plan to ensure delivery of strategic intentions and objectives. Renewed launch of Operation Randall to support the strategy includes increasing dedicated Special Constables from 8 to 23 working on Rural Crime.
Priority 2: Support Rural Communities			
SO6: Prioritise rural crime with a greater commitment to new ideas and joined-up approaches	Join and participate in the National Rural Crime Network (OPCCN)	http://www.norfolk-pcc.gov.uk/news/rural-support-network/	The Police and Crime Commissioner (PCC) and Office of the PCC for Norfolk are active participants in the National Rural Crime Network and have actively shared best practice from Norfolk. Work is ongoing with the network to improve direct communications with communities and to support joint research on rural crime issues.

	Create and sign up to concordat on cross-border working on rural crime - Norfolk, Suffolk, Lincolnshire, Cambridgeshire (OPCCN)	http://www.norfolk-pcc.gov.uk/news/pccs-join-forces-in-the-fight-against-rural-crime/	On the 28/10/2016, Police and Crime Commissioners (PCCs) across the eastern region have come together in a commitment to intensify their fight against rural crime. Norfolk's PCC, Lorne Green, was joined by the PCCs for Suffolk, Cambridgeshire and Lincolnshire in signing a Rural Crime Concordat, pledging to work across county borders to tackle the crime issues affecting rural communities.
	Organise and host a rural crime summit (OPCCN)	http://www.norfolk-pcc.gov.uk/news/rural-crime-under-spotlight-at-pcc-led-event/	The Police and Crime Commissioner hosted a Rural Crime Summit in November 2016 where he launched the new Rural Policing Strategy and a number of initiatives in the fight against rural crime in the county including regular Barnstorming events.
	Pursue a partnership to promote a plan to prevent and tackle heritage crime (OPCCN)	http://www.norfolk-pcc.gov.uk/news/raise-the-alarm-save-our-churches/	The Police and Crime Commissioner (PCC) launched the 'Raise the Alarm' campaign in an effort to raise awareness of thefts from Norfolk heritage sites. The PCC joined with the Bishop of Norwich, Norfolk Churches Trust, Allchurches Trust and the Round Tower Churches Society to raise vital funds to install alarms at vulnerable churches. By the end of the year, 50 churches will have been target hardened.
	Launch the Rural Policing Strategy (NC)	http://www.norfolk-pcc.gov.uk/news/have-your-say-on-norfolks-rural-policing-strategy/	The Rural Policing Strategy was publicised in November 2016 and the document can be located here - (http://www.norfolk-pcc.gov.uk/documents/policy/rural_policing_strategy/RuralPolicingStrategy-FINAL.pdf)
	Support the OPCCN in its membership of the National Rural Crime Network and develop links locally and regionally with crime networks (NC)	http://www.nationalruralcrimenetwork.net/why/whos-involved/members/	The National Rural Crime Network membership comprises of 32 Police and Crime Commissioners (PCCs) and their Police forces, as well as a range of other organisations. The Office of the PCC for Norfolk and Norfolk Police are members of the National Rural Crime Network.
	Develop a tactical delivery plan to further cross-border activity with other forces (NC)		In November 2016 the Police and Crime Commissioner hosted a Rural Crime Summit where, alongside Police and Crime Commissioners for Suffolk, Cambridge and Lincolnshire, he signed a Rural Crime Concordat pledging to work across county borders to tackle the crime issues affecting rural communities. The Police and Crime Commissioner for Norfolk has also joined the National Rural Crime Network, holding engagement events and commissioning Norfolk Constabulary to develop a new rural Policing Strategy to respond even more efficiently to rural crime.
	Develop operations specifically targeting rural crime (NC)	Operation Randall Leaflet	Operation Randall is a high profile policing operation, launched in January 2011 following concerns from rural communities regarding crime committed in the countryside.
SO7: Increase confidence of rural communities	Engage with parish councils (OPCCN)		Parish Councils that are signed up to our Police and Crime Commissioner (PCC) Round-ups will receive updates to do with the work of the PCC. The Norfolk Office of the PCC works with the Norfolk Association of Councils to contact councils across the county about upcoming engagement events with the PCC,

			including Police Accountability Forums. Parish councils across the county also receive Operation Randall newsletters that update them on the work the Constabulary is doing around rural crime.
	Campaign on church roof lead theft (OPCCN)	http://www.norfolk-pcc.gov.uk/news/raise-the-alarm-save-our-churches/	The Police and Crime Commissioner (PCC) launched the 'Raise the Alarm Campaign' in an effort to raise awareness of thefts from Norfolk heritage sites. The PCC joined with the Bishop of Norwich, Norfolk Churches Trust, Allchurches Trust and Round Tower Churches Society to raise vital funds to install alarms at vulnerable churches.
	PCC to attend community rural advisory group (CRAG) meetings on a quarterly basis (OPCCN)		The Community Rural Advisory Group (CRAG) meetings happen on a quarterly basis and are accompanied by Barnstorming events that allow members of the public to question the Police and Crime Commissioner and a panel of experts about rural crime. Their main purpose is to drive down crime in the rural community. The CRAG is also linked into the eastern regional rural crime working group which draws on partnership work as crime trends move not only from 'district to district', but from county to county.
	Increase levels of Special Constabulary participation in rural crime initiatives (NC)		Included in the Rural Policing Strategy is the pledge to 'increase the number of Special Constables and volunteers working in our rural communities as part of our Citizens in Policing Strategy'. The Engagement Officer role assists the neighbourhood policing teams with community engagement activities on a daily basis by utilising Special Constables, Police Cadets and Police Support Volunteers as well as social media and digital engagement.
	Increase the range of methods used to engage with rural communities (NC)		Norfolk Constabulary is committed to better engagement with their rural communities and have appointed a team of police officers around the county to focus on keeping the public informed and equally to listen to issues that need their attention. Engagement events take place across the county like the Barnstorming events, Police Accountability Forums, workshops and surgeries, which are various ways the public can engage with the Police and Crime Commissioner and the Constabulary.
	Support the OPCCN in developing a community rural advisory group (CRAG) and holding meetings quarterly across the county to engage rural stakeholders (NC)		The Community Rural Advisory Group (CRAG) has been created by a working group of partners that all have a common goal, to drive down crime in the rural community. The CRAG also knits into the eastern regional rural crime working group which draws on partnership working as crime trends move not only from 'district to district', but from county to county'. The CRAG meetings also link in to the PCC Barnstorming events.
	Increase Operation Randall newsletter subscriptions by making it easier for members of the public to subscribe (NC)	Police Accountability Forum Papers	There was a Police Accountability Forum on the 28/03/2017 in North Norfolk where the Operation Randall newsletter was discussed. It was noted in the meeting that the subscriptions to the newsletter had risen from 650 to 1,800.
SO8: Increase levels of crime reporting in rural communities	PCC to take every opportunity to encourage rural communities to report when they have been a victim of crime (OPCCN)	http://www.norfolk-pcc.gov.uk/news/rural-crime-under-spotlight-at-pcc-led-event/	The Police and Crime Commissioner (PCC) has mentioned many times that rural crime is one of his priorities and he has 'pledged to take up the concerns of rural communities and drive forward Norfolk's approach to tackling rural crime'. The PCC has hosted events like the Barnstorming event that was held to give members of the public the chance to question the PCC and a panel of experts about all aspects of rural crime.

	Develop and expand the Rural Crime Taskforce (NC)		Norfolk Constabulary has already made good progress with the creation of their Rural Policing Taskforce working under the banner of Operation Randall, dedicated to tackling rural policing issues. They continue to invest in Automatic Number Plate Recognition cameras. Their teams can use this technology to identify and challenge those that come to Norfolk intent on committing crime. This approach allows them to create a hostile environment for Norfolk and reduce the impact of their offending in rural communities.
	Run social media campaigns targeted at rural communities (NC)	https://twitter.com/RuralCrimeNfk	Operation Randall has been promoted through twitter through the Norfolk Rural Crime page - @RuralCrimeNfk. An example of this would be the promotion of the rural crime newsletter.
	Work in partnership with business and carry out initiatives to raise awareness of rural crime issues (NC)		<p>The Community Rural Advisory Group (CRAG) meetings are held, which gives businesses a chance to engage with Norfolk Constabulary and the Police and Crime Commissioner about rural crime.</p> <p>In partnership with stakeholders, the Constabulary will look to prevent crimes and incidents from taking place, in order to stop people becoming the victims of crime. They are also looking to provide advice and guidance to residents, businesses and visitors on staying safe and protecting themselves and their property from opportunistic criminals.</p>
	Participate in national campaigns targeting rural crime (NC)		<p>Norfolk Constabulary has launched its Rural Policing Strategy which outlines the Constabulary's work around rural policing. Operation Randall is the main banner under which the Rural Policing Task Force operates across the county.</p> <p>The Constabulary is also a member of the National Rural Crime Network (NRCN), and works with other Constabularies across the country for best practice on rural policing, so rural communities are better understood and supported.</p>
Priority 3: Improve Road Safety			
SO9: Tackle dangerous driving through education and enforcement	Introduce Operation IMPACT campaign to highlight the dangers of unsafe driving to young people (OPCCN)	http://www.norfolk-pcc.gov.uk/impact/	The campaign, launched by the Norfolk Police and Crime Commissioner, is actively supported by Norfolk Constabulary, Norfolk Fire and Rescue Service and the East of England Ambulance Service. Thomas Semmons, 19, speaks of his experience to students at schools and colleges across the county as a part of the campaign.

	Participate in national and local campaign to improve road safety (NC)		<p>The Constabulary has created the Norfolk Casualty Reduction Partnership 2016-17 Delivery Plan which, to aid this means the Constabulary is involved in initiatives and campaigns locally and nationally, for example the Safer Rider workshops for motorcyclists (which is run as part of the Road Casualty Reduction Partnership).</p> <p>The Constabulary has also been involved with the Police and Crime Commissioner (PCC) commissioned #Impact campaign which has gone county-wide. The initiative is being spearheaded by 19 year old Thomas Semmons, who talks to students about his personal experience of being involved in a serious collision. #Impact targets the Fatal 4 - drink/drug driving, not wearing a seatbelt, using a mobile, and excess speeding.</p> <p>Members of the Special Constabulary have also joined forces with Community Speed Watch (CSW) volunteers to carry out high visibility enforcement checks in the Cromer area.</p>
SO10: Reduce speeding in rural communities	Fund and support speeding reduction campaigns in villages across the county (OPCCN)	http://www.norfolk-pcc.gov.uk/news/pcc-tackles-road-safety-in-north-norfolk/	Norfolk's Police and Crime Commissioner has welcomed the introduction of a scheme to tackle speeding drivers on rural roads in North Norfolk. Members of the Special Constabulary are joining forces with Community Speed Watch (CSW) volunteers to carry out high visibility enforcement checks in the Cromer area.
	Expand Community Speedwatch through the police Community Engagement Officers (NC)	https://www.norfolk.police.uk/news/latest-news/special-constabulary-speeding-team-launched	The Special Constabulary has teamed up with community volunteers in a bid to tackle speeding on roads across South Norfolk. The Special Constabulary Speeding Team, launched on the 19 November 2016, will see officers complement checks carried out by volunteers in Community Speed Watch teams.
SO11: Reduce levels of killed and serious injury collisions	Support education and enforcement campaigns which seek to make Norfolk's roads safer by tackling the Fatal 4 (OPCCN)	http://www.norfolk-pcc.gov.uk/news/vr-goggles-make-an-impact/	#Impact has been launched by the Norfolk Police and Crime Commissioner and is actively supported by Norfolk Constabulary, the Fire and Rescue Service and the East of England Ambulance Service. The campaign aims to educate people about the dangers of the Fatal 4. Alongside this campaign VR goggles were used at the Royal Norfolk Show to further educate people about the dangers of the Fatal 4.
	Support the Special Constabulary in its approach to target killed and serious injury collisions, comprising specific initiatives to enhance road safety (NC)	http://www.norfolk-pcc.gov.uk/news/pcc-backs-launch-of-special-constabulary-speeding-team/	The Police and Crime Commissioner (PCC) funded the launch of the Special Constabulary Speeding Team. The team launched on the 15th of January and will carry out roadside checks, complementing those carried out by Community Speed Watch Teams (CSW) teams. Also VR goggles were used alongside #Impact at the Royal Norfolk Show to help spread awareness of the damaging effects speeding can cause.

	Continue to work in partnership and support delivery of Road Safety Casualty Reduction Partnership strategic plans (NC)	http://norfolkcc.cmis.uk.com/NorfolkCC/Document.ashx?czJKcaeAi5tUFL1DTL2UE4zNRBcoShgo=e2iOb66Y4Rm5CWQY2oxkZ5bpbk8i%2F9JWk8SLku%2BN3rrxhgZIUy8K2w%3D%3D&rUzwRPf%2BZ3zd4E7lkn8Lyw%3D%3D=pwRE6AGJFLDNlh225F5QMaQWctPHwdhUfCZ%2FLUQzgA2uL5jNRG4jdQ%3D%3D&mCTIbCubSfXsDGW9IXnlg%3D%3D=hFfIUdN3100%3D&kCx1AnS9%2FpWZQ40DXFvdEw%3D%3D=hFfIUdN3100%3D&uJovDxwdjMPoYv%2BAJvYtyA%3D%3D=ctNJff55vVA%3D&FgPIIEJYlotS%2BYGoBi5olA%3D%3D=NHdURQburHA%3D&d9Qjj0ag1Pd993jsyOJqFvmyB7X0CSQK=ctNJff55vVA%3D&WGeWmoAfeNR9xqBux0r1Q8Za60lavYmz=ctNJff55vVA%3D&WGewmoAfeNQ16B2MHuCpMRKZMwaG1PaO=ctNJff55vVA%3D	Norfolk Constabulary has partnered with Norfolk County Council in the creation of Norfolk Road Casualty Reduction Partnership 2016-17 Delivery Plan. It outlines the actions for the plan, measures to undertake the actions and planned milestones/outcomes. It also includes the different interventions, the agency leading them, the amount of effect projected and the funding around this.
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Priority 4: Prevent Offending			
SO12: Tackle all forms of violence and abuse	Hold a multi-agency conference on child sexual exploitation (CSE) to explore ways to improve the Norfolk response (OPCCN)		The 'Mind the Gap ' Child Sexual Exploitation Conference was held in autumn 2016 and attended by 110 professionals from statutory, private and third section organisations including neighbouring counties. The theme was digital media and how children and young people may be targeted through a variety of digital platforms. Best practice was shared with delegates as well as opportunities for delegates to network and participate in presentations through digital media.
	Develop a multi-agency bid for funding from the Violence Against Women and Girls Transformation Fund (OPCCN)		Partnership bid with Office of the Police and Crime Commissioner for Norfolk as lead in partnership with Sue Lambert Trust, Leeway Domestic Violence and Abuse Services and Norfolk and Suffolk Foundation Trust submitted to the Home Office in March 2017. The aim of the project is to enhance specialist mental health provision for survivors of domestic/sexual abuse within Norfolk, including historic cases by providing early intervention with the right support at the right time. Due to purdah Home Office have not announced fund decisions and results expected post June 2017.
	Support County Community Safety Partnership campaigns such as 'I walked away' (NC)		County Community Safety Partnership projects are managed through the Domestic Abuse and Sexual Violence Board which is attended by the Head of Safeguarding. Links between campaign leads and the Constabulary Communications Department are already established and support has been provided to the most recent Domestic Abuse Campaign (I Walked Away and It is Abuse). This support will continue but resources to support partnership campaigns is an issue being repeatedly raised at the Public Protection Forum.
	Work with the Eastern Region Specialist Operations Unit (ERSOU) in tackling of Organised Crime Groups (OCGs) operating within Norfolk (NC)		The Constabulary works with Prison Liaison Officers based in Eastern Region Special Operations Unit (ERSOU) and the integrated Offender Management team to actively manage Life Time Offender Management through the Organised Crime Groups Meeting Process.

	Work to implement initiatives and pilots stemming from the work of the National Child Abuse and Protection portfolio (NC)		The Constabulary has established regular meeting with the National Police Chiefs Council (NPCC) Staff Officer to ensure awareness locally of national work streams and local pilots regarding the National Child Abuse and Protection portfolio. Most recent examples of these are the Lucy Faithful Foundation Stop It Now campaigns and the work to ensure timely dissemination of Child Exploitation and Online Protection Centre (CEOP) referrals to forces for action and enforcement.
	Continue to work with the Norfolk Safeguarding Children Board on initiatives to tackle child sexual abuse and neglect (NC)		Norfolk Constabulary has representation on the Norfolk Safeguarding Children Board (NSCB) at senior management level and also represented at every NSBC sub group. The Child Sexual Abuse (CSA) working group provides support to the NSBC and its member bodies with an implementation action plan seeking to develop services centred on Leadership, Practice, Awareness Raising and Training & Development.
	Continue to work with the Norfolk Safeguarding Adults Board in the delivery of the Business Plan (NC)		Norfolk Constabulary is represented on the Safeguarding Adults Board and the Head of Safeguarding Adults Board and the Head of Safeguarding currently chairs the Business Group which is responsible for the delivery of their business plan and co-ordinates activity between existing sub groups and Local Safeguarding Adult Panels. A strong focus of the board is on the commissioning of Safeguarding Adult Reviews (SARs).
SO13: Reduce the number of domestic abuse incidents	Hold a domestic abuse symposium to develop a shared understanding of the root causes of domestic abuse that should be prioritised through future action (OPCCN)		There was a symposium held last summer which focused on young people, perpetrators and reducing there number of people being subjected to Domestic Abuse. Event was attended by specialist service providers, statutory agencies and voluntary services.
	Develop commission and roll out domestic abuse perpetrator programmes (OPCCN)		The Office of the Police and Crime Commissioner for Norfolk is working with the Domestic Abuse and Sexual Violence Partnership Perpetrators sub-group to develop programmes in the county and with the Walking with the Wounded Charity to co-fund two programmes for veterans.
	Continue to explore engagement methods with victims of domestic abuse to better understand the root causes of abuse (NC)		A survivor panel has been established between Victim Support Service (VSS) and Norfolk Constabulary which meets quarterly. A number of domestic abuse survivors attend to discuss police response and assist with any views on service delivery methods. Most recently the group were asked to provide views on lack of engagement and also comment on the Domestic Abuse refresher training package being rolled out to officers.
	Support the implementation of domestic abuse perpetrator schemes (NC)		Norfolk Constabulary has chaired the Domestic Abuse Perpetrator Scheme. Two pilots of Caring Dads have been implemented in Great Yarmouth (funded by the Office of the Police and Crime Commissioner for Norfolk and Norfolk Constabulary) with limited results (although of note this is a child centred fathering programme rather than a Domestic Perpetrator programme per se). Attempts have been made to try and encourage the use of the Building Better Relationships (BBR) programme for those who have been cautioned for a first offence - this was an early pilot but there is no mandatory element to them undertaking the course). Currently a pilot is being run in the west of the county, focuses on two families where Domestic Abuse is repeated. Localised problem solving meetings are being held to identify and address triggers.

	Continue to explore in conjunction with the OPCCN multiple contact with victims of domestic abuse to streamline processes and provide a more streamline service (NC)		Multiple contacts with victims of domestic abuse have been raised by the Head of Safeguarding to the Office of the Police and Crime Commissioner for Norfolk as an issue following the recruitment of additional case investigators in the Multi-Agency Safeguarding Hub (MASH) and the continuing funding of Victim Support Services to contact Domestic Abuse victims.
SO14: Continue to work in partnership to tackle anti-social behaviour	Fund and support the development of a graffiti wall to engage and divert young people into positive activities (OPCCN)		The graffiti Wall project is now complete and feedback from the young people involved has been very positive, including Police Cadets.
	Develop initiatives where appropriate in conjunction with the Evidence-Based Policing and OPCCN Early Intervention Fund (NC)		The Constabulary has successfully completed a number of applications to the Constabulary Evidence Based Policing Fund and Office of the Police and Crime Commissioner for Norfolk Early Intervention Fund, such as tackling street drinkers in Thetford and a campaign to target and educate beggars in Norwich.
	Work in partnership with agencies to develop initiatives to reduce incidents of ASB (NC)		The District based Operations Partnership Teams (OPT's) continue to work with partners to reduce incidents of Anti-Social Behaviour. More recently the OPTs have been instrumental in utilizing new legislation in conjunction with the Local Authority to more effectively target those who cause the most harm to our communities.
	Continue to work with partners to explore new legislation to tackle offending (NC)		The Constabulary is exploring new legislation to tackle Antisocial Behaviour, and as such, has implemented a number of civil orders under the Anti-Social Behaviour, Crime and Policing Act 2014. These have included Criminal Behaviour Orders, Public Space Protection Orders and the use of Dispersal Powers.
	Develop the roll out of the positive vouchers scheme (NC)		The positive vouchers scheme has been piloted in the Breckland District with good results. It was established that the scheme is now being revitalised to be incorporated into daily business with local policing supervisors having an overview of the scheme.
SO15: Recue overall levels of reoffending by addressing the underlying causes through continued collaboration and new innovative responses	Develop and implement a criminal justice strategy setting out the PCC's priorities (OPCCN)		The Police and Crime Commissioner (PCC) is now chair of the Norfolk and Suffolk Criminal Justice Board and the Office of the PCC for Norfolk is working with the Board's support staff to devise a new strategy with a wider focus including prevention of offending and rehabilitation.
	Implement a prevention of offending strategy (OPCCN)		The Norfolk Prevention of Offending strategy has now been published and an associated delivery plan developed.
	Develop and implement a restorative approaches strategy in partnership with the county Restorative Approaches Board (OPCCN)		The Head of Rehabilitation is currently working the Restorative Approaches Board and lead for the County Council to develop the county wide strategy.
	Implement the Gateway to Employment action plan (OPCCN)		The action plan is being delivered and the Gateway to Employment (GtoE) Board is on target to meet its aim of offering 100 opportunities in a two year period. Since the launch of GtoE 28 people with offending histories have found employment through the scheme.
	Support and commission the Rescue Rehab Project (OPCCN)		Two tranches of the project have now been run at Norwich Prison and funding is now being sought to extend the project and the number of beneficiaries.
	Commission a community chaplaincy scheme for Norfolk (OPCCN)		The scheme is now operational and volunteer mentors have been recruited.
	Establish a court mentor scheme to support people to lead law abiding lifestyles and reconnect families to their communities and services (OPCCN)		The scheme is fully operational.

	Review and develop the 180 Degree Scheme in Norfolk (NC)Implement the new approach to managing registered sex offenders across local policing (NC)		The Norfolk and Suffolk Integrated Offender Management (IOM) scheme has continued to develop from an acquisitive crime based scheme to one focused on threat, risk and harm. The evidence shows IOM is effective in working with offenders whose chaotic lifestyles drive their offending. Work is continuing to consider how identified Domestic Abuse offenders can be effectively managed through the IOM approach.
	Implement the new approach to managing registered sex offenders across local policing (NC)		The Constabulary has recently piloted a new approach to managing registered sex offenders, which has ended with some positive feedback from those involved and it, will now be rolled out across other Local Policing Commands.
	Support the introduction of the Women of Norfolk Diversion, Engagement and Rehabilitation programme (NC)		Meetings regarding the Women Offenders of Norfolk Diversion, Engagement and Rehabilitation Project (WONDER) have been held with the project lead at the Office of the Police and Crime Commissioner for Norfolk to ensure links with the project are established.
SO16: Reduce the number of first-time entrants into the criminal justice system, the number of young adults entering custody and reoffending rates of young people by prioritising support for vulnerable young people	Develop and commission a programme of support for young people to make them less vulnerable to offending and victimisation (OPCCN)		Research and scoping for the Police and Crime Commissioner (PCC) led Operation RESPECT programme is now being undertaken by the Office of the PCC's new Engagement Officer. Work will be done with the Office of the PCC's Youth Commission to ensure the programme meets the needs of children and young people will be effective in making them more resilient to victimisation and offending.
	Reduce the number of first-time entrants into the criminal justice system by developing a triage system (NC)		Norfolk Youth Offending Team (NYOT) in conjunction with Norfolk Constabulary introduced tiered triage scheme 'Challenge for Change C4C' in June 2015. The programme is designed to screen all young people on the verge of receiving a first youth caution and referring, as appropriate, to Norfolk YOT for the direct and indirect provision of 'early help' and intervention services with the aim of reducing the number of children entering the criminal justice system in Norfolk for the first time. The March 2017 performance report illustrates a decrease in Norfolk since the introduction of the triage scheme by 38.8%. Norfolk's performance is better than national comparators but remain above the regional figures.
	Support evidence-based funding for initiatives targeting young people at risk of reoffending (NC)		The Safer Schools Partnership team have applied for Home Office funding to deliver a play to all Norfolk high schools in relation to drugs, violence, and child sexual exploitation and to reduce numbers of victims/perpetrators regarding Operation Gravity.
	Continue to maximise the work of the Liaison and Diversion Teams within each Police Investigation Centre (NC)		The Liaison and Diversion Team will shortly move to a further extended service to continue and maximise its work in custody. Practitioners will work from 0800 - 1900hrs, seven days a week and will also cover courts. Trials have been running at Wymondham Police Investigation Centre (PIC) with longer shifts to see what times are key around virtual courts.
	Introduce a protocol to reduce criminalisation of young people that are looked after (NC)		Norfolk Constabulary is committed to reducing criminalisation of young people that are looked after. A force wide Children in Care action plan is in place, and a joint protocol to reduce offending and criminalisation of look after children has been completed and implemented by Children's Services.

Priority 5: Support Victims and Reduce Vulnerability

SO17: Work to improve the overall experiences and outcomes for victims and witnesses	Develop and publish a new victim strategy 2017-20 (OPCCN)		Research to underpin the strategy has commenced and in a number of areas completed. This includes a domestic abuse needs assessment. The strategy will be drafted in quarter four and published in April 2018.
	Review of victims services, and design and introduction of new victim and witness care hub (OPCCN)	http://archive2016.norfolk-pcc.gov.uk/portfolio/supporting-victims-and-witnesses/	The review and initial redesign has been undertaken and the final proposals for the new victim care service will be complete by the end of September 2017. At this stage consultation will commence with stakeholders and the transition plan developed. The go live date for the new service will be 1 April 2018.
	Review of domestic abuse provision, design and commissioning of county domestic abuse services integrated into existing safeguarding processes (OPCCN)	http://www.norfolk-pcc.gov.uk/documents/policy/commissioning/commissioning_2012-16/CommissioningIntentionsTableDomesticAbuseSexualViolence.pdf	The domestic abuse needs assessment has been undertaken, service provision has been reviewed and commissioning to ensure need is being met has commenced.
	Re-commissioning victim-led restorative justice services (OPCCN)	http://www.norfolk-pcc.gov.uk/documents/policy/commissioning/commissioning_2012-16/CommissioningIntentionsTableDomesticAbuseSexualViolence.pdf	Complete - the service has been commissioned for 2017/18 and will be integrated with the Victim Care Hub, which will go live in 2018.
	Re-commissioning child sexual exploitation services for looked after children (OPCCN)	http://www.norfolk-pcc.gov.uk/documents/policy/commissioning/commissioning_2012-16/CommissioningIntentionsTableDomesticAbuseSexualViolence.pdf	Support for victims of Child Sexual Exploitation (CSE) is funded through The Magdalene Group until December 2017. The Office of the Police and Crime Commissioner for Norfolk is working in partnership with Norfolk Constabulary and Children's Services to develop and commission a new service.
	Monitor OPCCN and Norfolk Constabulary compliance with the EU Directive on Victims and the Code of Practice for Victims (OPCCN)	http://ec.europa.eu/justice/criminal/victims/index_en.htm	The Office of the Police and Crime Commissioner for Norfolk (OPCCN) monitors compliance with the EU Directive and Victim's Code and this is assured through annual returns to the Ministry of Justice. The OPCCN is also working through the Criminal Justice Board to develop and implement a Victim's Code Compliance tool.
	Develop and implement a victim strategy with a tactical delivery plan (NC)	https://www.norfolk.police.uk/advice/victims-witnesses/victim-or-witness	The strategy is written and is awaiting the joint forward by the Police and Crime Commissioner and the Chief Constable to be added. Elements of the delivery plan are complete such as the work around personal statements. Other elements are still work in progress and may be solved by an Athena upgrade; however meetings are in progress to discuss this and any possible interim solutions.

	Support the implementation of a victims' hub in partnership with the OPCCN (NC)		The review and initial redesign has been undertaken and the final proposals for the new victim care service will be complete by the end of September 2017. At this stage consultation will commence with stakeholders and the transition plan developed. The go live date for the new service will be 1 April 2018.
	Continue to develop restorative approaches concentrating on those crimes and incidents involving the most vulnerable (NC)	https://www.norfolk.police.uk/advice/victims-witnesses/restorative-justice	<p>The Constabulary is committed to restorative approaches, and in conjunction with other partners within Norfolk through the County Restorative Approaches Board continues to promote restorative practices.</p> <p>The Constabulary has trained officers and staff to identify those who are vulnerable at the earliest opportunity, in order to complete the necessary referrals to the most appropriate agency. The Constabulary utilises intermediaries for those who are in need of support where necessary and the local Sexual Assault Referral Centre (SARC) provides support to victims of sexual assault and rape (adults and children) and employs Independent Sexual Violence Advisors (ISVA's) and child advocates to support these victims through the court process.</p>
	Review in partnership the 'one front door' approach particularly in relation to the MASH (Multi-Agency Safeguarding Hub) and early help hubs (NC)	http://www.safelives.org.uk/one-front-door http://www.norfolkscb.org/wp-content/uploads/2015/04/Multi-Agency-Safeguarding-Hub-Team.pdf	The One Front Door approach is being delivered as part of the Beacon Site project in a partnership between Safelives, OPCCN, Norfolk Constabulary, Norfolk County Council and Norwich City Council.
	Work to identify those who are vulnerable to ensure intervention is put in place at the earliest opportunity (NC)	https://www.norfolk.police.uk/sites/norfolk/files/page/downloads/child_and_young_people_-_strategy_version_0.pdf https://www.justiceinspectors.gov.uk/hmic/frs/wp-content/uploads/vulnerability-in-criminal-case-files-norfolk.pdf	The Constabulary has trained officers and staff to identify those who are vulnerable at the earliest opportunity, in order to complete the necessary referrals to the most appropriate agency. The Constabulary utilises intermediaries for those who are in need of support where necessary and the local Sexual Assault Referral Centre (SARC) provides support to victims of sexual assault and rape (adults and children) and employs Independent Sexual Violence Advisors (ISVA's) and child advocates to support these victims through the court process.
SO18: Work in partnership to make those at risk less vulnerable to victimisation	Develop and commission a programme of support for young people to make them less vulnerable to offending and victimisation (OPCCN)	http://www.norfolk-pcc.gov.uk/news/pcc-backs-initiative-to-educate-young-people-about-knife-crime/ http://www.norfolk-pcc.gov.uk/news/young-people-encouraged-to-get-creative-by-norfolks-pcc/ http://www.norfolk-pcc.gov.uk/news/norfolk-puts-spotlight-on-child-sexual-exploitation/	The programme will be worked up with the Youth Commission.

	Enhance support for cybercrime and fraud victims (OPCCN)	https://www.norfolk.police.uk/news/latest-news/taking-multi-agency-approach-tackling-cyber-crime-norfolk-and-suffolk	The Office of the Police and Crime Commissioner for Norfolk now provides a service for victims of cybercrime and fraud through Victim Support.
	Continue to support the delivery of Safer School packages to support young people suffering victimisation (NC)	https://www.norfolk.police.uk/advice/child-protection/safer-schools-partnerships	The Constabulary continues to support the Safer Schools Partnership Team, which currently services 51 High Schools, reaching 47,000 young people. Each High School has either a Police Constable or Police Community Support Officer within their school. They are dedicated Safer School Officers that are trained to work with young people and deal with current risks and vulnerabilities. The Constabulary currently delivers the following key message presentations; Year 7 Child Exploitation and Online Protection - Internet Safety (CEOPS), Year 8 Healthy Relationships and Sexting, Year 9 Child Sexual Exploitation (CSE) and Year 10 Murdered by my Boyfriend - hard hitting Domestic Abuse input.
	Develop awareness campaigns to enhance the knowledge and support for those vulnerable to cybercrime and fraud (NC)		<p>Norfolk Constabulary's Cybercrime Unit continues to support victims to reduce vulnerability with regards to Cybercrime. The Unit is working with a number of key stakeholders to educate members of the public and raise awareness of cybercrime and fraud. One of the roles in the Cybercrime Unit is the Cyber Security Advisor, whose role is to coordinate, present, and provide social, technical and protective security advice to businesses, potential victims, the public and organisations relating to the threat of Cybercrime.</p> <p>This work includes furthering the Prevent, Protect and Prepare strands of the Serious and Organised Crime Strategy and more recently the recommendations from the launch of the National Cyber Security Strategy 2016.</p>
	Continue to work with the County Council on joint information-sharing and analysis to identify the most vulnerable - especially in the area of domestic abuse (NC)		Norfolk Constabulary continues to work with Norfolk County Council to identify the most vulnerable. Through data sharing and analysis of domestic abuse data, specialist services are provided to high risk victims through the Independent Domestic Violence Advocate service, currently provided by Leeway. The Constabulary also works with Victim Support who are contracted to provide a support service for standard and medium risk victims of domestic related crime. The Constabulary is looking to work with the Daisy Programme regarding referring standard risk victims for support, and is currently working with Safelives, being one of two Beacon Sites nationally. This piece of work will see several strands of victim service brought together to ensure a more joined up / holistic picture of a family is taken and responses are put in place collectively between agencies.

	<p>Work to pro-actively identify those young people that have gone missing and are likely to become repeat missing people (NC)</p>		<p>The Constabulary works proactively to identify frequently missing young people through the work of a small team based in the Norfolk Multi Agency Safeguarding Hub (MASH). A daily missing person report is produced that highlights currently missing people and those who have been missing but located in the last 24 hours. This list is shared with Children's Services and is colour coded to attribute particular concerns - e.g. blue for Child Sexual Exploitation. Three missing episodes in 42 days is used as a trigger point for a strategy meeting between police and children's services and that includes children who are placed in care in Norfolk by other counties. The meeting is used to identify patterns of behaviour and to seek to lessen the risk to the young person.</p> <p>A weekly meeting is held between police, children's services, the Youth Offending Team (YOT), a MASH education representative, the ROSE project and Barnardo's who complete independent Return Home Interviews (RHI) with the young people after a missing episode. This meeting discusses those frequent missing cases as well as new emerging cases, which haven't yet hit the 3 in 42 trigger but police identify as presenting a concern. The aim is to ensure an appropriate response in place.</p>
	<p>Work to identify those young people repeatedly witnessing domestic abuse to reduce vulnerability (NC)</p>		<p>Every domestic is subject to a crime or non-crime Athena record, all of which are now subject to a secondary Domestic Abuse, Stalking and Harassment and Honour-based violence (DASH) risk assessment within the DASH team of the Multi Agency Safeguarding Hub (MASH). These reports are accompanied by a Child Protection Investigation and these are carefully monitored to look for cyclical issues and developing patterns. Every domestic which has involved, or has children present, is a discussed with Children's Services within the MASH. Operation Encompass now sees the school at which the child attends notified via their Safeguarding Lead of the domestic occurring such that they can provide additional support to the child.</p>
	<p>Work to identify those young people subject to cumulative risk from data from CPI (Child Protection Investigation) submissions (NC)</p>		<p>Every Child Protection Investigation is assessed within the Multi Agency Safeguarding Hub (MASH) team and cyclical issues and developing patterns are sought. These are subsequently endorsed by the MASH prior to being brought to the attention of Children's Services. Work is currently underway to refresh the multi-agency triage tool with agreement from Children's Service, Police and Health ongoing.</p>
	<p>Continue to support referrals through the Channel Panel process in support of the Prevent agenda (NC)</p>		<p>The Constabulary, through utilisation of the Multi Agency Safeguarding Hub and a dedicated Prevent post, ensure effective support of referrals from inception through the Chanel Panel process through partners.</p>

	Continue to develop the Force's response to online crime - both enforcement and education (NC)		<p>Norfolk Constabulary is developing a response to online crime, in terms of education, engaging with young people, specialist organisations and the business community.</p> <p>The Unit proactively and reactively investigates serious incidents of cyber dependant crime including Malware (including BOTNET creation/exploitation), Disturbed Denial of Service (DDOS) attacks, Web Defacements, Data Exfiltration, Computer and Network Intrusions/compromise (Hacking), Phishing, Vishing and other forms of Social Engineering.</p> <p>The Unit is also committed to supporting victims and reducing vulnerability. The work is captured under the Prevent and the Protect objectives of the Serious and Organised Crime Strategy. The recently drafted Protect Strategy 2017 outlines the activity and actions for the coming year.</p>
SO19: Work in partnership to deliver the most appropriate response to those in mental health crisis	Commission additional nursing capabilities for the police integrated mental health team (OPCCN)		The Constabulary, supported by the Office of the Police and Crime Commissioner for Norfolk, have recruited a fifth nurse into the integrated Mental Health Team in the Contact and Control Room, and is reviewing core staffing to support better provision of Mental Health Services.
	Implement the revised Occupational Health, Safety and Wellbeing Strategy (NC)		The revised Occupational Health, Safety and Wellbeing Strategy had been drafted and is due to be presented to Joint Chief Officers in April 2017. A tactical delivery plan is to be finalised as part of this process.
	Support the expansion of services within the Contact and Control Room (CCR) mental health team (NC)		The Constabulary, supported by the Office of the Police and Crime Commissioner for Norfolk, has recruited a fifth nurse into the integrated Mental Health Team in the Contact and Control Room, and is reviewing core staffing to support better provision of Mental Health Services.
	Continue to support the development and delivery of the Mental Health Crisis Care Concordat action plan (NC)		The Constabulary and Office of the Police and Crime Commissioner for Norfolk are partners of the Mental Health Crisis Care Concordat and are supporting the completion of the action plan. A Superintendent has been appointed to oversee the strategic development of this area.

	Continue to monitor and reduce the number of people held within custody under section 136 of the Mental Health Act (NC)		In 2016, eleven people who had been detained under section 136 of the Mental Health Act were taken to a Police Investigation Centre (PIC) as a Place of Safety (POS). The inter-agency S136 protocol states that patients should only be taken to a PIC in 'exceptional circumstances' when their behaviour cannot be safely managed in an alternative environment. All S136 cases are monitored to ensure compliance with the protocol. Custody Sergeants are briefed to not accept detention when the criteria are not met and if detention is authorised to transfer the detained person to a Health Based POS if their risks reduce. In October 2016 Norfolk put in a successful bid to the Places of Safety Capital Fund on offer from the Department of Health, NHS England and the Home Office for funding to improve the existing S136 suite at Hellsdon Hospital to make it suitable to accommodate patients who display violent/aggressive behaviour. Target date for completion of this upgrade is December 2017. The aspiration is to reduce PIC numbers to zero once this facility is available.
	Work with partners to develop a partnership response to suicide intervention (NC)		The Constabulary is a member of the Norfolk Suicide Prevention Strategy Implementation Group. We are also involved with partners in planning a Suicide Prevention Conference for September 2017. We are also members of a Task and Finish Group looking at how agencies can better support people who have been bereaved through suicide. The Contact and Control Room Mental Health nurses are an integral part of the Constabulary's suicide intervention response.
SO20: Work in partnership to reduce the impact of drugs and alcohol on communities, families and people at risk	Create a framework for joint working with Public Health (OPCCN)	http://www.norfolk-pcc.gov.uk/documents/policy/comissioning/grants/GrantPolicy.pdf	The Office of the Police and Crime Commissioner for Norfolk has created a Grant Policy and Procedures document. This document outlines the processes and background around awarding grants to organisations that will assist in areas of work such as supporting people with drug or alcohol dependencies. Projects like the Matthew Project and the Mental health partnership project have been funded by the Police and Crime Commissioner.
	Through the early help hubs, support vulnerable families in reducing the effects of alcohol and drugs (NC)		Norfolk Constabulary is developing Early Help Hubs in all districts to ensure that when a need for a member of the community is identified (including substance abuse) with their consent, a referral is registered with the Early Help Hub for support. The district hubs will be reliant on the local makeup of the area, and will all be bespoke to community needs and partners. For example, in South Norfolk, there are 27 partners involved in the Hub. The Constabulary is currently developing monitoring and performance metrics, with a view to being in place in the next 12 months.
	Continue the work surrounding county lines to reduce the supply and availability of controlled drugs within the county (NC)		The Constabulary is continuing their work on County Lines to reduce the supply and availability of controlled drugs within the county. Pursuit of drug dealers and those that direct and control the county lines can disrupt their network in Norfolk, making it a high risk place to operate in. Joint working with Constabularies in London, Birmingham and Liverpool is also key to ensure we target violent gangs associated with drug dealing. The Multi Agency Safeguarding Hub (MASH) is also vital for intelligence that identifies exploitation of vulnerable people by drug dealers as it is assessed there.

	Target organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities (NC)		The Constabulary is continuing to target organised crime groups who attempt to supply drugs within the county and use the most vulnerable young people to distribute drugs into communities. The Multi Agency Safeguarding Hub (MASH) is essential as it assesses information that identifies the exploitation of vulnerable people by drug dealers. There has also been a down turn in the cuckooing of premises since Operation Gravity has started. This is believed to be linked to a combination of higher numbers of warrants being executed (33 premises searched leading to arrests for drug offences) and focussed enforcement of premises involving vulnerable people.
SO21: Support and encourage victims to come forward to disclose traditionally under-reported crimes including modern slavery, stalking and hate crime	Support and participate in partnership communication campaigns (OPCCN)		The Office of the Police and Crime Commissioner is currently developing a Hidden Victims Grant Round. This will provide funding to support victims from groups targeted with crime because of a personal characteristic and support victims of crime who are 'hidden' because of a lack of reporting. The fund consists of £450,000 over three years and is intended to be released in the 2017/18 financial year.
	Develop and introduce a vulnerability training package for all frontline officers (NC)		The Safeguarding Command has already written and tested a vulnerability training package which is now ready for formal launch. Funding has been achieved via the Service and Financial Planning Process and work is currently underway to identify and recruit a trainer to deliver this training package. This training will complement the work previously undertaken to provide all officers with a Vulnerability Guide, and the Podcasts covering many aspects of vulnerability. The Safeguarding Command also provides input to new recruits during their initial training.
	Work in partnership with other agencies to raise awareness of hidden crimes, particularly stalking and harassment and modern day slavery (NC)		The force also have strong links with Freedom charity to support victims of Honour Based Abuse, Forced Marriage and Female Genital Mutilation and work with partners within the community (NAGO and GYROS) to encourage reporting in these areas. In relation to child sexual exploitation, human trafficking, modern day slavery and sex work, the force works in partnership with agencies to provide specific services to those who are victims and also their families. Ormiston are working with the Child Sexual Exploitation (CSE) team to provide a family support worker to support parents and carers who have young people who are at risk of CSE; The Magdalene Group provide support and therapeutic interventions for those who go missing, are at risk of CSE and those who are engaged in adult sex work; The Matrix provide support for those engaged in adult sex work and we work closely with the Salvation Army to support victims of trafficking.
	Ensure officers and staff have a clear understanding of the Victims' Code and Special Measures (NC)		Whilst Norfolk Constabulary is good at Identifying vulnerability in serious cases, the Victim Code has a much broader definition. A training package will be delivered to all officers ensuring they have a clear understanding of the Victims Code.

	<p>Support the expansion of the Rape and Serious Sexual Offence (RASSO) pilot in support of victims of serious sexual offences (NC)</p>		<p>Norfolk Constabulary remains committed to ensuring that Rape and Serious Sexual Offences (RASSO) investigations in Norfolk are supported with appropriately trained Detective resources, and continues to explore the opportunities of co-located Police and CPS RASSO resources in order to deliver a high quality and timely service to victims of these priority offences.</p>
	<p>Work with communities to raise awareness and subsequent reporting of crimes, such as so-called honour-based abuse, female genital mutilation, trafficking and modern day slavery (NC)</p>		<p>The Safeguarding command works closely with key partners both statutory and non-statutory, including the third sector, to deliver training and awareness sessions to community groups, such as the Bangladeshi Women's Organisation, and NAGO. We also work closely with One Voice, CLARS, GYROS, NEESA and WORD to raise awareness within wider demographics. The literature available to the public in relation to Honour Based Abuse, Female Genital Mutilation and Forced Marriage on the Force Website is published in many different languages. In relation to Human Trafficking and Modern Day Slavery, the MAST team within the MASH are currently recruiting two additional Police Officer posts to undertake this work, and they are due to start in the next few weeks.</p>
<p>Priority 6: Deliver a Modern and Innovative Service</p>			
<p>SO22: Support the police by giving them the tools they need to fight and reduce crime</p>	<p>Fund and introduce body worn video in the first quarter of 2017/18 (OPCCN)</p>	<p>http://www.norfolk-pcc.gov.uk/news/west-norfolk-and-body-worn-cameras-both-in-focus-at-pccs-public-meeting/</p>	<p>The Police and Crime Commissioner (PCC) for Norfolk has pledged to be accountable and accessible as a PCC, and so is driving for Norfolk police to be the same. On the 30th January 2017 at the Police Accountability Forum in Kings Lynn, Body Worn Video (BWV) was launched, however it was announced the funding for the cameras was secured in October. During the evening there was a demonstration of the new body-worn cameras.</p> <p>The Police and Crime Commissioner said, 'The cameras will provide greater safety for officers, improve transparency over our officer's interactions with the public. Providing community reassurance and building confidence. If they are caught on camera, it is more likely that perpetrators will take responsibility for their actions. Use of body worn video has also been shown to speed up justice for victims of crime and reduce complaints.</p>

	<p>Through the work of the Norfolk 2020 team continue to develop the best use of Automated Number Plate Recognition (NC)</p>		<p>The increase in Norfolk Constabulary's Automatic Number Plate Recognition (ANPR) capability and rollout of investment will increase visible policing, support rural communities, improve road safety, prevent offending, and deliver a modern and innovative manner of disrupting criminality in Norfolk. Operation Gravity is a partnership response to tackling county lines drug violence and activity; it is a significant issue for the County in which vulnerable people are preyed upon by violent criminals. Whilst our partners work hard alongside our Safer Neighbourhood Teams to provide support and education to vulnerable drug users, we work hard to apprehend those violent criminals through the use of intelligent led initiatives utilising ANPR. Victims have been as young as 16 years of age and many are reluctant to disclose information due to fear of the reprisals.</p> <p>Through recent ANPR activations the Constabulary has removed weapons and drugs from our streets, arrested and detained significant gang related criminals who were wanted by other forces and at deportation. Through the use of ANPR we can reduce risk of serious injury and harm; it is a significant tool to ensure Operation Gravity succeeds. Without an increase in ANPR technology we face a much harder task where significant risk to vulnerable members of our community.</p>
	<p>Through the evidence-based policing and OPCCN early intervention funds, supports bids exploit technical solutions to reduce crime and support victims (NC)</p>		<p>The Constabulary is committed to supporting the Evidence Based Policing and OPCCN Early Intervention Fund bids for technical solutions to assist in reducing crimes and supporting victims. A number of bids are being progressed, to enable efficiencies and better working practices, such as investing in software to assist Public Protection Officers to scan offender's devices and software within the Contact and Control Room to assist call handlers complete an advanced harm assessment of risk and threat.</p>
	<p>Introduce drone technology in 2017/18 (NC)</p>	<p>http://www.edp24.co.uk/news/police-to-start-using-drones-in-fight-against-crime-in-norfolk-1-5129676</p>	<p>The Constabulary has invested in 2 police drones, a £1,500 Inspire and a £850 Mavic. The Deputy Chief Constable for Norfolk has said, 'drones offer many benefits that complement the National Police Air Service (NPAS) helicopter. The technology offers a highly cost effective approach to help assist our officers.' However, he added that it was still a long way off until drones become standard kit in police car.</p>
<p>SO23: Improve information technology network connectivity and invest in new technologies</p>	<p>Develop and implement mobile technology solutions such as tablets (NC)</p>		<p>The Constabulary has recently concluded trailing a number of mobile technical solutions, including tablets and phones. The Evaluation of the pilot is now underway, with a view to presenting recommendations to Chief Officers in due course.</p> <p>The domestic abuse team within Multi Agency Safeguarding Hub work to identify cyclical perpetrators such that appropriate safeguarding can be provided to new partners. The team make extensive use of Clare's Law to provide appropriate disclosure to these new partners. The perpetrators are assisted through the existing perpetrator schemes, and the command works closely with the National Probation Service. Detective Supt Wwendth is the chair of the Perpetrator sub group and continues to look for ways to assist perpetrators to recognise their offending behaviour and to be assisted onto pathways out of offending.</p>

SO24: Improve information-sharing across partner agencies	Champion the improvement of data sharing across agencies (OPCCN)		The Norfolk Public Protection Forum is committed to improving information sharing between Norfolk Constabulary and Children's Service's. A Centre of Excellence Event is in the process of being organised, to establish what barriers exist for both organisations in order to address these as appropriate.
	Work with the County Public Protection Forum in progressing information sharing across the partnership (NC)		<p>The Norfolk Public Protection Forum is committed to improving information sharing between Norfolk Constabulary and Children's Services. A Centre of Excellence Event is in the process of being organised, to establish what barriers exist for both organisations in order to address these as appropriate.</p> <p>CCTV is used in the prevention and detection of crime; however the complexity of video formats and sheer volume can make viewing difficult and increasingly draws on a significant amount of staff time. This are is being reviewed by the 2020 team.</p> <p>The Athena Management Organisation (AMO) continues to work with Northgate and the Athena forces to deliver the Athena Improvement and Enhancement Plan. The Athena Project Team has begun to review the resources necessary to deliver the AIEP work and at this time priority will be given to contractual tasks.</p>
Priority 7: Good Stewardship of Taxpayers' Money			
SO25: Deliver an efficient policing service, achieving value for money for all Norfolk residents	Delete the post of Deputy Police and Crime Commissioner and use funds to provide an additional two police officers (OPCCN)	http://www.norfolk-pcc.gov.uk/news/8145/	During the Police and Crime Commissioner's (PCC) election campaign, he made a promise that on his first day in office he would no longer have a deputy and would use the money to fund extra officers on the beat. He delivered this promise and handed a £75,000 check to the Chief Constable on his first day in office. The PCC said that 'he wants policing in Norfolk to be more visible... I will do this every year for the next four years - a total of £300,000 of taxpayers' money being spent on police on the beat'.
	Publish PCC response to all HMIC PEEL inspection recommendations (OPCCN)	http://www.norfolk-pcc.gov.uk/news/pcc-welcomes-positive-hmic-report/	All HMIC PEEL inspection report recommendations are monitored through the Strategic Governance Board and the PCCs responses to these recommendations will be published on the OPCCN website.
	Monitor Norfolk 2020 recommendations and implementation plans (OPCCN)		Norfolk 2020 recommendations and implementation plans are being monitored by the OPCCN through the PCCs Strategic Governance Board.
	Police integrity reforms - develop PCC local service model for complaints handling and oversight (OPCCN)		The Policing and Crime Act 2017 places responsibility on PCCs to take a greater responsibility for managing public complaints made against the police. The legislation requires that the PCC for a force area will take responsibility for those complaints which end up subject to review (appeal) and which would currently be reviewed the Chief Constable. The PCC will be taking over this legal duty in 2018 and the OPCCN is currently developing new procedures and processes in order to deliver this function.

	Police integrity reforms - monitor implementation of Chip Chapman Review recommendations on police disciplinary system (OPCCN)		Members of the OPCCN attend the Home Office working group on police integrity reforms and are kept updated on progress.
	Respond to the recommendations of the HMIC inspection reports under the PEEL framework (NC)		A meeting structure has been put in place to manage Areas for Improvement included in HMIC reports. They are managed through the Deputy Chief Constable's HMIC Steering Group, and will have Chief Constable sign off prior to submission to Strategic Governance Board. All Areas for Improvement and the informal Actions have been allocated to owners, and their progress is being tracked by the group.
	Develop plans and seek to achieve efficiencies through shared service provision (NC)		The Constabulary is committed to achieving efficiencies through a shared service provision, and is actively exploring national, regional and local opportunities, through the 7 forces strategic collaboration programme, and with our preferred partner, Suffolk Constabulary.
	Implement recommendations from the Norfolk 2020 review (NC)		Early summer will see the launch of the Norfolk 2020 review. This will happen in two phases, with the second planned for October. Phase one relates to the organisation's Investigations capability, whilst phase two will focus on the Uniform Policing model going forward into 2018.
	Maximise use of new legislation particularly with regard to civil powers to reduce reoffending (NC)		Where available and in order to achieve better outcomes, the Constabulary is maximizing the use of new legislation, such as the Antisocial Behaviour, Crime and Policing Act 2014. Within such, 19 previous powers to deal with Anti-Social Behaviour have been reduced to 6. A notable recent example of use of these powers in the use of Criminal Behaviour Order, as a tool for Operation Gravity.
	Use of evidence-based policing approaches to drive through an efficient policing service for Norfolk (NC)		The Constabulary is committed to evidence based approaches to ensure efficiencies, demonstrated in the depth of the Norfolk 2020 review. This is further evidenced through the application of the Chief Constable's Evidence Based Policing (EBP) Problem Solving fund, the use of academia, and the investment in officers and staff to understand EBP principles.
SO26: Join up emergency services and identify opportunities for further collaboration	Work with the responsible authority on future collaboration with Fire and Rescue (OPCCN)		The PCC has commissioned consultants Grant Thornton to produce an outline business case to explore the local viability of the changes enabled by the Policing and Crime Act 2017 and the possible options moving forward. The outline business case is expected to be presented in October 2017.
	Monitor progress against six themes (shared estate, joint control room, operational support, community safety, support service functions, training and development) for collaboration between Norfolk Constabulary and Norfolk Fire and Rescue Service (OPCCN)		Papers are regularly presented to the PCC at the Strategic Governance Board here collaboration arrangements are monitored and progress reviewed.
	Continue to explore initiatives with Fire and Rescue, with a view to exploring the business case for future collaboration (NC)		<p>A Norfolk Emergency Services Collaboration Steering Group has been formed. The purpose of the Steering Group is to embed an agreed strategic approach, underpinned by defined and agreed principles. By bringing this group together, collaboration's progress will be supported and clear direction to those involved in the collaborative programme will be provided. This is with the ultimate aim of assisting in the realisation of benefits.</p> <p>A pilot is currently being undertaken between the police, fire and rescue and the ambulance. Its aim is to provide an improved response to members of the public who have collapsed behind closed doors. Entry is achieved, either by fire solely or together with ambulance in order to provide immediate medical assistance.</p>

	Support the work of the Seven Force collaboration project (NC)		<p>The Programme continues to make positive progress regarding its agreed aims to deliver enhanced: Public Service, Efficiency, Effectiveness, Value for Money and Savings. The areas being developed include: Building the 7F infrastructure (including ICT), Procurement, Criminal Justice, Vetting, Physical Records Storage and Armed Policing.</p> <p>The 7F Programme governance includes the quarterly Eastern Region Summit meeting comprising the Police and Crime Commissioners and Chief Constables of the seven counties. This meeting is responsible for the overall efficiency and effectiveness of the programme.</p>
	Continue and develop the integration of force-wide systems such as Athena and ERP (NC)		Athena and the Enterprise Resource Planning (ERP) systems continue to be integrated into our current ICT structures, including supporting training to staff also.
SO27: Develop robust accountability frameworks and governance arrangements	Increase active membership and participation in the Independent Advisory Group (OPCCN)		<p>The Independent Advisory Group (IAG) has a key role in helping to increase the public's trust and confidence in police, particularly amongst minority communities. They help with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk with particular emphasis on hate crime, critical/major incidents, policies and procedures, and Stop and Search.</p> <p>Recruitment packs were sent out during a recruitment campaign to help boost numbers in the IAG.</p> <p>PCC surgeries have also been a way that IAG has been promoted. This was done through invitation to attend the surgeries and meet local beat officers.</p> <p>IAG also was promoted heavily by Norfolk Constabulary, including featuring on the Beat intranet page, being featured in the In Force magazine and the Deputy Chief Constable promoting the use of IAG members on various panels and consultation topics.</p>
	Deliver an Independent Custody Visiting Scheme (OPCCN)	http://www.norfolk-pcc.gov.uk/what-we-do/community-involvement/custody-visiting/	<p>The Norfolk Police and Crime Commissioner has a statutory responsibility to establish and manage an Independent Custody Visiting Scheme.</p> <p>Independent Custody Visitors (ICVs) are members of the local community who volunteer to visit Norfolk's Police Investigation Centres (PICs), unannounced and in pairs, to check on the treatment and welfare of people held in police custody.</p> <p>A short report of their findings is made prior to leaving the PIC which provides assurance for the PCC that anyone arrested by the police and held in custody is treated fairly and has access to appropriate facilities. Copies of the reports are provided for the police and the ICVs' local panel for discussion and follow-up.</p>
	Publish an annual report setting out progress in delivering the Police and Crime Plan (OPCCN)	http://www.norfolk-pcc.gov.uk/documents/key-documents/annual-policing-report/AnnualReport2015-16.pdf	<p>The Norfolk Police and Crime Commissioner's Annual Report for 2015/16 has been produced and is available on the OPCCN website.</p> <p>The Annual Report for 2016/17 is currently being drafted and a final draft will be presented to the Police and Crime Panel in September 2017. Subject to any amendments made by the Panel, the finalised report will be published for public viewing in late September.</p>

	Ensure the OPCCN is Specified Information Order (SIO) compliant (OPCCN)	http://www.norfolk-pcc.gov.uk/transparency/specified-information-order/	<p>The Office of the Police and Crime Commissioner for Norfolk (OPCCN) publishes specified information within certain timescales in line with IPCC guidance.</p> <p>Links to all the information required to be published in accordance with the Specified Information Order are available on the OPCCN website. For ease of reference the wording on the webpage is taken directly from legislation to provide a clear picture of the PCC's compliance with his duties in this area.</p>
	Reinvigorate the Norfolk and Suffolk Joint Collaboration Panel (OPCCN)	http://www.norfolk-pcc.gov.uk/transparency/accountability/collaboration-panel/	<p>Suffolk Constabulary is Norfolk's preferred partner for collaboration. The two forces have been collaborating for over five years, and that partnership is credited for having yielded significant savings for both constabularies. An extensive programme of collaborative work has already delivered a number of joint units and departments in areas such as major investigations, protective services, custody, transport and IT.</p> <p>The PCC meets with the Suffolk's Police and Crime Commissioner, Tim Passmore, and the Chief Constables of both counties to monitor collaborative work between the two forces. These meetings are held in public every month, with the venue alternating between Norfolk and Suffolk.</p>
	Conduct dip-sampling of all public police complaints in line with Independent Police Complaints Commission (IPCC) guidelines (OPCCN)		The OPCCN has a process in place in order to conduct regular dip sampling on all public police complaints and regular briefings are provided to the PCC.
	Develop a quality assurance process for monitoring performance of legally qualified chairs (OPCCN)		The Judicial Appointments Commission (JAC) has a Competency Framework for behaviours that should be demonstrated by the Legally Qualified Chairs (LQCs). Norfolk OPCCN continues to work with its Eastern Region colleagues to develop monitoring and evaluation processes for LQCs.
	Support the integration of IAG membership with the Force (NC)		The organisation has worked hard with the OPCCN to recruit a more diverse and skilled Independent Advisory Group (IAG). Norfolk Constabulary has appointed members of the IAG to be part of key meeting structures, fast track recruitment boards, the Ethics Committee and play a role in operational matters such as Stop Search, in addition to their oversight and advisory role in the Constabulary.
	Support initiatives through the Collaboration Panel with Suffolk Constabulary (NC)		Norfolk Constabulary scrutinises current collaboration projects with Suffolk Constabulary, through the Collaboration Panel, and is actively exploring future initiatives through this forum.
	Support the governance framework with regard to internal and external security of force performance (NC)		The Constabulary scrutinises force performance through a number of regular internal and external frameworks, such as the Strategic Governance Board, an internal meeting held with the Police and Crime Commissioner, and the Police Accountability Forum, where the Chief Constable and Senior Officers and staff demonstrate performance updates in a public arena and questions can be put to senior management by members of the public.