



ANNUAL REPORT

2017/18



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK



BUILDING

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**OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK**

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INTRODUCTION

BY PCC LORNE GREEN

This is my third annual report as your Police and Crime Commissioner (PCC), covering the 12 months to 31 March 2018 and providing an overview of progress against Norfolk's Police and Crime Plan.

This last year has been a big one for policing in Norfolk. With the Chief Constable's Norfolk 2020 programme delivering restructure on a scale not seen in the county for a decade, there have been some significant changes to the way policing services are delivered.

With that in mind, it's unsurprising that scrutiny of the proposals and their impact on policing performance and the service our communities receive has been a major focus for me in the last 12 months.

And the Norfolk public has played, and continues to play, an important part in that too - not least through sharing their views, questions and concerns about crime and policing at my public Q&A sessions with the Chief Constable.

Beyond police scrutiny, I've continued to work closely with our police to tackle the issues Norfolk's communities tell me matter most to them.

We've reinvigorated the police response to rural crime, worked with partners to protect our heritage buildings from lead thieves, and initiatives like my #Impact road safety campaign and StreetDoctors knife crime project are helping educate young people on staying safe.

I've also been pleased to support our police in working smarter, introducing new technology like drones and bodyworn cameras for our frontline officers.

And that's not to mention setting the budget within which all our policing services are delivered – never an easy task.

But my work doesn't stop at policing. I'm also focussed on the vulnerable in our county, and on victims of crime and providing the local support they need to cope and recover.

In this last year, work has been underway to re-vamp Norfolk's victim care service open to all victims of crime in the county. In addition, existing and new partnerships between my office and local organisations are providing first-class specialist support to victims of domestic and sexual abuse, among other crimes.

And I've been working to stop people becoming victims in the first place by focusing on those committing crime.

Through schemes like Community Chaplains, WONDER and Gateway to Employment, offenders are being helped to identify and address the causes of their behaviour, tackling reoffending and reducing the harm caused to victims.

As ever, I have had the great pleasure and privilege over the last year to meet with, listen to and work alongside communities, businesses and organisations from across the county. While the conversations have, predominantly, focused on crime, policing and the wider criminal justice system, more recently the future of fire and rescue service governance in our county has also featured.

As new legislation has paved the way for PCCs to take on responsibility for fire service governance, alongside that of policing, an initial appraisal of the options and a Norfolk draft business case have been under development this year. These will be subject to further consideration, consultation and decision going forward.

I hope you find my annual report an informative read. If you have any questions or views to share on any aspect of my work as PCC, do please get in touch. For more information, visit the website – www.norfolk-pcc.gov.uk - or get in contact with my office.

Lorne Green, Police and Crime Commissioner for Norfolk



TRANSPARENCY

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

In January 2018, for the third year running, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) received a prestigious national award for openness and transparency. Based in Wymondham, the OPCCN supports and promotes the work of the PCC for Norfolk and was one of 25 PCC offices to receive the 2017/18 Quality Mark for Transparency from CoPaCC – a national organisation which monitors police governance.

PROGRESS

AGAINST THE POLICE & CRIME PLAN

Upon my election in May 2016 I undertook a public consultation to identify the key priorities for policing in Norfolk. As a result, the following seven priorities were adopted under my Police and Crime Plan for 2016-2020.

1. INCREASE VISIBLE POLICING
2. SUPPORT RURAL COMMUNITIES
3. IMPROVE ROAD SAFETY
4. PREVENT OFFENDING
5. SUPPORT VICTIMS AND REDUCE VULNERABILITY
6. DELIVER A MODERN AND INNOVATIVE SERVICE
7. GOOD STEWARDSHIP OF TAXPAYERS' MONEY



The information which follows provides an overview of some of the work carried out in the Police and Crime Plan priority areas during 2017/18.

Full details of all of the objectives can be found in the Police and Crime Plan published at www.norfolk-pcc.gov.uk.

My commitment to promoting equality and fighting discrimination can be found at Appendix A of this annual report.

INCREASE VISIBLE POLICING

Within my proposals for the 2018/19 policing budget, which I set in February 2018, I agreed the following with the Chief Constable:

- Investment in 23 additional personnel to increase the number of police officers and specialist staff dedicated to local policing
- Reinforcement police involvement in schools, with school engagement being a focus in the deployment of those additional local policing personnel
- Delivery of a robust communications programme to ensure all Norfolk residents – and particularly the vulnerable and elderly – know when and how to contact the police
- Commitment to holding local policing surgeries at set, regular times on dates and in locations widely advertised to maximise accessibility
- Review of the 101 non-emergency telephone system to ensure it is fit for purpose.

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

It was in May 2017 that we saw the first meeting of my Youth Commission whereby 26 young people, aged between 14 and 25 from across the county, came together, supported by Leaders Unlocked, to discuss and agree priority issues for the coming year.

I said I would be starting with a blank sheet of paper and would be led by them on the issues which matter most to Norfolk's young people.

To find out more about the work of my Youth Commission, see Appendix C of this report.

Performance metrics

The Constabulary has managed to maintain police officer numbers despite a continuation of budget reductions. In the last two years alone, a further £2.8m of budget savings have been realised from Local Policing and yet, with the rollout of Norfolk 2020 and the creation of the new operating model, 97 additional police officer posts were created. Recruitment to these funded officer posts is almost complete, with officer numbers at 1,493 against a total of 1,517.

Recruitment continues at a pace to maximise the numbers and to ensure that the establishment remains recruited taking into account officer retirees in the coming years. Police staff numbers have increased with the proportion of roles within operational support increasing (e.g. Safeguarding of Children Online Team).

With the decision to remove the Police Community Support Officer (PCSO) role at the end of March 2018, PCSO numbers naturally reduced in the months prior to this date with internal Human Resources processes taking place to prepare for the new policing model.

The Special Constabulary numbers have seen reductions owing to recruitment to become police officers. This has prevented the intended uplift, but work continues to engage and recruit further specials. Volunteer numbers have seen an increase in the variety of roles to attract more people to apply their diverse skills, from operational support to administration support. The Force continues to be very grateful to those who are willing to give their time in support of its mission and for Norfolk's communities.

Of the police officer numbers, the vast majority are available for frontline duties and this has been demonstrated and utilised in the summer of 2018 to enable the number of pre-planned and spontaneous deployments to events, as well as regular demand.

It is pleasing to see that Crime Survey for England and Wales (CSEW) figures show public confidence in the police remains at a high level and indeed has increased in the last 12 month period even given the substantial restructure and the decision to remove the PCSO role.

Whilst the Constabulary will continue to work hard to increase the percentage of people who agree that the police deal with community priorities, the slight reduction from the long-term average is not unexpected given the restructure of neighbourhood policing.

The new 2020 model re-introduces dedicated neighbourhood policing team sergeants and increases the Beat Manager (neighbourhood policing constable) numbers. However, these are in the process of being recruited following the removal of the PCSOs, so the decrease shown is not entirely unexpected. Nevertheless, neighbourhood policing remains the bedrock of the Norfolk Policing Model.



Area	Indicator	March 2018	Long-term averages (April 2014 - March 2017)	Difference
Increase visible policing	Actual strength: police officers	1,493	1,524	- 31
	Actual strength: police staff	1,070	1,005	+ 65
	Actual strength: PCSOs	77	185	- 108
	Actual strength: Special Constabulary	188	251	- 63
	Actual strength: police volunteers	124	*	
	Funded strength: police officers	1,517	1,517	0
	Funded strength: police staff	1,092	1,066	+ 26
	Funded strength: PCSOs	147	217	- 70
	% of police officer funded strength available for frontline duties	93%	94%	- 1.0%
	Indicator	Last 12 months (April 2017 - March 2018)	Long term averages (April 2014 - March 2017)	Difference
	% of people who agree that they have confidence in police (CSEW)	82.9%	81.2%	1.7%
	% of people who agree that police deal with community priorities (CSEW)	62.3%	66.9%	- 4.6%

* % data is only available from June 2016 so a long-term average cannot be calculated.

SUPPORT RURAL COMMUNITIES

Since the launch of my Rural Policing Strategy, I have held a number of 'Barnstorming' events across the county giving members of the public a chance to question me, along with a panel of experts, about all aspects of rural crime.

These events give people who live and work in the rural community the opportunity to find out more about what our police are doing to address their concerns about police visibility, to tackle feelings of isolation, help them feel more engaged with their police service, and encourage the reporting of rural crime.

Alongside these Barnstorming events are the Community Rural Advisory Group (CRAG) meetings which are held quarterly and attended by a working group of key partners, including Norfolk police, with the shared goal of driving down crime in rural areas. The CRAGs link in with the work of the Eastern Region Rural Crime Working Group to share information and track crime trends moving from district to district, and county to county.

In June 2017, I provided funding to support an initiative to prevent illegal fishing in the west of the county. Operation Traverse, working in partnership with the Environment Agency, was launched to coincide with the first day of the fishing season and aims to prevent fishery and water course crime such as the theft of fish and illegal fishing. Rural crime comes in many guises including illegal fishing and fish theft which not only affect livelihoods but can also have a serious impact on the natural environment.

The rural geography of Norfolk presents the police a set of challenges which require a partnership approach to preventing and detecting crime and making our communities feel safer. There are some crime types which are more prevalent in rural areas and bring unique challenges for policing – farm and agricultural crime, for example, or hunting and game sports – but for many rural residents their concerns are not that different from those of residents anywhere else in the county.

There has been considerable investment in technology such as Automatic Number Plate Recognition cameras, the Constabulary has created a dedicated Rural Crime Task Force and they continue to build stronger community relationships. The Barnstorming events are an opportunity to provide a voice to rural communities which in turn helps to shape the policing response.

Since the launch of Norfolk's Rural Policing Strategy, the police response to rural crime fighting in Norfolk – known as Operational Randall – has continued to be reinvigorated. For more information on the Operation Randall Rural Crime Task Force and to receive their newsletter you can email the Constabulary at OperationRandall@norfolk.pnn.police.uk

Performance metrics

The Operation Randall newsletter figures start in March 2016 and have increased from 1,583 subscribers to 2,113 subscribers in March 2018. However, it should be noted that procedures are currently underway to ask current subscribers to 'opt in' to ensure compliance with the General Data Protection Regulation (GDPR). It is likely that this will reduce the number of subscribers but it will ensure GDPR compliance and an active and up-to-date list of interested parties.

Special Constabulary officers have always worked in rural areas however the actual number of hours they spend on rural policing did not start being recorded until December 2016, so a long-term average is not currently available. The number of hours spent varies from 100 to 400 hours a month.

The number of rural emergencies responded to within target time has fallen when compared to the long-term average. A part of this may be down to the increase in 999 calls. The number of emergency response calls has increased by 2.5% for the county in the last 12 months and this increase was more pronounced in some districts with rural areas (King's Lynn saw a 3.6% increase and Breckland a 3.3% increase in emergency deployments, respectively).

A number of different analytical products are created to support officers in policing rural communities. A presentation is also provided to the County Land Owners Association and National Farmers Union which includes information on hare coursing, agricultural machinery theft, wildlife theft and other crime types.

Area	Indicator	Last 12 months (April 2017 - March 2018)	Long-term averages (April 2014 - March 2017)	Difference
Support rural communities	Subscribers to Operation Randall newsletter	2,113	N/A	
	Hours spent on rural policing by Special Constabulary	2,279	N/A	
	% of rural emergencies responded to within target time	88.6%	91.2%	- 2.6%

IMPROVE ROAD SAFETY

Continuing with my commitment to deploy 21st century technology to policing in Norfolk, in June 2017 we saw the trial of virtual reality (VR) goggles in a bid to educate young people about road safety. The headsets are aimed at young drivers and were piloted at the Royal Norfolk Show as part of my #Impact initiative. More than a dozen of the Samsung Gear VR goggles were introduced in partnership with the Norfolk Fire and Rescue Service (NFRS). These goggles take the user through a 360 degree simulated car crash experience highlighting the results of being distracted at the wheel when using a mobile phone which is one of the Fatal Four.

The #Impact initiative is aimed at educating young drivers about road safety and has reached over two thousand students at schools and colleges across the county. I launched the #Impact campaign back in 2016 to highlight what can happen when things go wrong behind the wheel and addresses the dangers of the Fatal Four, whether it is drink and drug driving, not wearing a seatbelt, using a mobile phone or excess speeding. During my election campaign I pledged to tackle road safety, this pledge is now built into my Police and Crime Plan.

The initiative is supported by Norfolk Constabulary, Norfolk Fire and Rescue Service (NFRS) and the East of England Ambulance Service (EEAST) and involves a demonstration of emergency services responding to a road traffic collision. The main aims of this initiative are:

- to provide an opportunity for students to be responsible drivers through education and engagement
- to provide a media focus to draw attention to road safety campaigns
- to provide an opportunity for police officers, fire fighters and paramedics to engage with young drivers regarding road safety.

I and my office are fully engaged with the Casualty Reduction Partnership, including the management group and various sub-groups, continuing to work with the partnership to contribute to reducing controllable loss of life. We also worked with the Casualty Reduction Partnership Board until it was disbanded and its work incorporated into the Communities Committee of Norfolk County Council. As well as backing the work of Community Speedwatch initiatives across the county and wider road safety campaigns including Fatal 4, I support the Young Driver sub-group of the Casualty Reduction Partnership through funding provided for the #Impact campaign.

Performance metrics

The number of Killed and Serious Injury (KSI) collisions has increased slightly in the last 12 months compared to the long-term average. CRASH (Collision Recording and Sharing) is a system that came into use in 2016 that provides a new way of recording the type of injuries suffered by the casualty. It is possible that the number of KSIs could increase as recording of



casualties becomes more accurate.

There are multiple factors that lead to road casualties including behaviour of drivers, riders and pedestrians, the distance people travel and external effects such as the weather.

The annual report on road casualties in Great Britain 2016 from the Office of National Statistics indicates that the car and taxi traffic in 2016 increased nationally by 4.8% compared to the 2010-2014 average. For the quarter July - Sept 2017, traffic increased by 7% against the 2010-2014 average.

Data and analysis recorded by Norfolk Constabulary is used to highlight accident cluster sites and aid multi-agency working through education, enforcement and engineering strategies.

Vulnerable road users include pedestrians, cyclists and power two wheelers (motorbikes and mopeds). The percentage decrease for this category compared to the long-term average indicates that there are other factors apart from vulnerable road users that are influencing collisions.

Area	Indicator	Last 12 months (April 2017 - March 2018)	Long-term averages (April 2014 - March 2017)	Difference
Improve road safety	Number of KSI collisions	363	361	0.6%
	Number of KSI collisions involving vulnerable road users	190	205	- 7.3%

PREVENT OFFENDING

Rehabilitation Board and Strategy

The OPCCN leads the countywide Rehabilitation of Offenders Board and is responsible for the development and implementation of the four-year rehabilitation strategy. To date, the strategy has led to:

- Development of a court mentor role, in partnership with Her Majesty's Prison (HMP) Norwich and Her Majesty's Courts and Tribunals Service (HMCTS).
- Review of the Integrated Offender Management (IOM) model, strategy and performance framework, which seeks to capture information/data on client progression through the scheme. The local model is becoming an example of best practice.
- Development of a whole system approach for women offenders, which benefits not only agencies in the criminal justice system but all public services working with this cohort of offenders with complex dependency.
- Work with CREST analytics to understand sentencers' attitudes to community sentences and perceptions on why community sentences have fallen so dramatically over the past decade.
- Support for the development of the Youth Offending team (YOT) delivery arrangements in Norfolk.

The Rehabilitation Board is currently reviewing the strategy to reflect achievements to date, changes in the policy and operational landscape and to take advantage of new and emerging opportunities.



Gateway to Employment

On 1 December 2015, Gateway to Employment was launched, in partnership with the Department for Work and Pensions. This two-year campaign aimed to break down barriers to employment for people with convictions.

The ambitious target set was to get 100 organisations to pledge to offer a new opportunity to someone with a criminal conviction, leading to meaningful long-term employment. This target has been exceeded. During 2017/18, over 214 opportunities were offered, which included 21 bursaries or grants, 75 interview experiences, 15 training opportunities, 13 work experiences, 22 job offers and 12 job starts.

We are proud to be working alongside Norfolk employers who have pledged to provide skills and hope to people with convictions, helping to not only break the cycle of offending but also fill existing skills shortages in the county to benefit our business community

The next steps will be to develop a women's retail triage scheme in partnership with Norfolk Police, St Giles Trust (the WONDER service provider) and local retailers that aims to provide an early intervention to divert women from the criminal justice system (CJS), address their needs and prevent further offences.

Case study:

Alex Burzec, a Support Coordinator at HomeGroup, says her apprenticeship has completely transformed her life.

Four years ago a life-changing situation ended in Alex receiving a two-year custodial sentence. A desire to learn was sparked in prison and,

having gained qualifications to help her find a job on her release, the Gateway to Employment scheme found her an apprenticeship opportunity.

Impressed by Alex's honesty, integrity and motivation, Home Group offered Alex a Level 2 apprenticeship and, through hard work, she progressed to a Level 3. Alex is now in a permanent position providing support to offenders and ex-offenders at risk of homelessness. She credits her own life experiences with giving her the strength and insight to support others.

During 2018, Alex was crowned 'Rising Star' at a regional ceremony for the National Apprenticeship Awards.



Rescue Rehab

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

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

There was immediate acknowledgement from across the whole range of prison staff (officers, mental health teams, chaplaincy etc.) of the positive impact upon the attitude, well-being and mental health issues of the prisoners involved in the pilot. The prisoners involved gave testimony that graphically illustrated this positive impact. The training and socialising of the rescued dogs made an enormous contribution towards them being re-homed.

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



Community Chaplaincy

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

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

To date, the project has recruited and trained 19 volunteer mentors who are supporting 25 active cases.

Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (WONDER) scheme

The WONDER scheme is a whole-system approach to rehabilitating female offenders and supporting women at risk of offending. This countywide diversionary approach offers a targeted intervention for women at risk of entering the criminal justice system, utilising a number of diversionary points.

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

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

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

Following a successful application for funding from the Ministry of Justice, the OPCCN has now rolled out the WONDER scheme across all Police Investigation Centres (custody facilities) in the county and other points of referral including Early Help Hubs and partner agencies. The extension of funding for WONDER means the programme will now run until January 2021.

Case study:

W attended court alone for an offence of alleged assault and was then referred to the project.

Her practical needs were finance – the project helped her access benefits – and accommodation – the project supported her to negotiate that her husband is not added to her tenancy.

In addition, W required emotional support to overcome the mental health impact of past and current domestic abuse. She had begun to abuse alcohol as a coping strategy and consequently Children's Services only allowed supervised contact with her children. The WONDER project referred her to the Norfolk Rehabilitation Partnership and a regular stress control course.

The WONDER project team also supports her to work with the Multi-Agency Safeguarding Hub and Children's Services to address the domestic abuse and child access issues.

(Source: WONDER Project provider)



Performance metrics

The long-term average for the number of crimes is a three-year average (2014 - 2017). This is used to smooth out seasonal variance and to avoid exceptional years in crime recording.

However, the way data is obtained with respect to certain crime types (such as child sexual abuse, hate crimes, online crimes and rural crimes) makes comparisons with historical data difficult. Since October 2015, Norfolk and Suffolk constabularies have used a new system to record crimes called Athena. This new system allows officers and staff to add keywords (such as child sexual abuse or rural) to crimes to help categorise them for performance reporting. Thus, long-term averages for certain categories will not be available until October 2018. Historical data is also not available for certain categories of crime as the National Crime Recording Standards have changed over the past four years. Offences such as burglary fall into this category.

Whilst there is no historical data for crimes of child sexual abuse, it is clear that with increased reporting, more peer-on-peer offending and greater historical reporting that there is an upward trend. This is replicated in other areas such as serious sexual offences, online offences and crimes of domestic abuse. This changing face of crime has been well-documented within the work to develop Norfolk's new policing model and the Constabulary has allocated greater resources to these expanding areas. For example, the development of new investigation hubs in the east and west of the county will help ensure that the Constabulary can continue to meet these challenges as crimes become ever more complex in the future.

Personal property crimes include the following crime types (figures for last 12 month period):

- Burglary residential dwelling (1,708 crimes)
- Burglary residential non-dwelling (sheds/garages etc.) (1,038)
- Theft from the person (556 crimes)
- Theft from motor vehicle (754 crimes)
- Theft of motor vehicle (1,690 crimes)
- Criminal Damage (7,069 crimes).

Whilst long-term averages for burglary residential data are unable to be provided, they can be for the other categories. Of note is that theft of motor vehicle has increased by 11.9% in the last 12 months compared to the long-term average. This is believed to be triggered by youths stealing motorbikes and scooters in Norwich and Great Yarmouth and a crime series by an organised group of criminals stealing high-powered cars from across the region.

The number of recorded domestic abuse crimes has gone up by 26.0% in the last 12 months against the long-term average. A key reason for this increase is a recent business decision that domestics are initially recorded as a crime and only converted to an incident once a crime has been negated. When the crime and incident numbers are combined, the demand is quite stable, seasonal variations aside.

Serious Sexual Offences include crimes of rape and other serious sexual offences, such as sexual assault. All police forces have recorded a rise in sexual offences, with the number of rape reports up nationally by 31% and other sexual offences up by 22% according to the Office for National Statistics Crime Survey for England and Wales (CSEW). Norfolk has experienced a percentage change slightly higher than the national average but this may be reflecting better recording practices and greater willingness to report offences. These figures include offences involving child-on-child offending, reporting of non-recent events and third-party reports.

According to the CSEW, the number of police recorded crimes has not caught up with the survey results and it is likely that the increase seen will continue to rise. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime.

Robbery has increased by 30.4% from the long-term average. This rise has come from a low starting point and analysis has indicated that a significant number of recent offences took place between victims and offenders already known to the police. This indicates increased reporting from some sections of the community who have previously not engaged.

Better recording standards are believed to have influenced the 21% increase in offences of violence with injury compared to the long-term average. The majority of offences in this crime category are low-level assaults (the most common is actual bodily harm) and this trend has been seen nationally. This crime type will also include offences between children (previously sporadically recorded or dealt with by schools) and nursing and care homes where the victim and/or the offender lacks mental capacity. Recent analysis has compared the increase in police recorded crime to Accident & Emergency (A&E) attendance at the three Norfolk hospitals for the reason of assault. A&E attendance has not increased over the same time period and so it is hypothesised that while recorded crime is increasing, it is for lower harm offences.

Rural crime figures include offences such as hare coursing, lead theft, animal and egg theft, and metal theft. The Constabulary is committed to tackling rural crime through its Safer Neighbourhood Teams, and through targeted resources such as operations Randall and Moonshot.

First-time young entrants (FTE) into the criminal justice system is a measure that is expressed per 10,000 population of Norfolk's 10-17 year olds and has reduced from a level of 62.6 (in the period April 2013 to March 2014) to 32.3 (October 2016 to September 2017). The average for the period April 2013 to March 2017 shown in the table overleaf is 48.2 relating to the most recent figure of 32.3 (October 2016 to September 2017) which is a significant reduction of 34.6%.

The introduction of the Challenge for Change (C4C) triage system in June 2016 by the Youth Offending Team (YOT) working with the Constabulary, targeted the diversion of young offenders and was a key point in securing a reduction in FTEs. C4C triage means that when a young person is arrested by the police their case is reviewed and if assessed by the YOT as suitable for an intervention to prevent them entering the criminal justice system they are engaged on the C4C scheme. This is a prevention strand from the YOT which delivers short interventions to divert young people from cautions or court appearances. The intention is to prevent a young person from becoming a first time offender and potentially reoffending.

It should be noted that data from Norfolk's most similar forces is not available for comparison until published by the Office for National Statistics. This normally takes over six months and therefore publishing comparable up to date figures is difficult.

Area	Indicator	Last 12 months (April 2017 - March 2018)	Long-term averages (April 2014 - March 2017)	Difference
Prevent offending and rehabilitate offenders	Number of child sexual abuse crimes (CSA)	1,525	N/A	
	Number of personal property crimes	12,815	N/A	
	Number of hate crimes	1,235		
	Serious sexual offence crimes (SSO)	1,977	1,461	35.3%
	Number of domestic abuse crimes (DA)	7,564	6,004	26.0%
	Number of online crimes	1,263	N/A	
	Number of robbery crimes	429	329	30.4%
	Number of violence with injury crimes	6,663	5,507	21.0%
	Number of rural crimes	398	N/A	
	Number of first-time entrants to the criminal justice system per 10,000.	32	48	- 33.3%



SUPPORT VICTIMS AND REDUCE VULNERABILITY

In January 2018, I increased funding for support services for sexual abuse survivors in the county by doubling the funding given to the Sue Lambert Trust in response to demand for its services increasing significantly in the last five years.

The Sue Lambert Trust, which operates from Norwich and Great Yarmouth, with satellite services in King's Lynn and Thetford, provides counselling, practical and emotional support to men, women and young people aged 11 and over who are survivors of childhood sexual abuse, rape and sexual assault.

On top of an annual grant of £75,000 for 2016/17, I provided the Sue Lambert Trust with an additional £23,000 so more volunteer counsellors can be recruited and trained and its operating hours extended in a bid to reduce the size of the waiting list for support. In 2017/18, I have provided an extra £80,000 on top of the annual grant to further increase the number of trained volunteers, extend the number of client sessions available each week and ensure there is a particular focus on responding to the needs of the Sue Lambert Trust's most vulnerable clients.

During 2017/18, the offices of the PCCs for Norfolk and Suffolk, in partnership with Victim Support, conducted a review of the operating model for the victim assessment and referral services across both counties and designed a new cross-county operating model, which was implemented as Norfolk and Suffolk Victim Care on the 1 April 2018.

The major weaknesses of the previous operating model were:

- too much resource being targeted towards contacting victims and establishing whether support is required
- no referral management and long-term case and outcome management
- too little formal integration with other safeguarding and victim support services and the opportunity to achieve this was limited by having a regional Victim Assessment And Referral Centre (VARC)
- Duplicative contact with victims and multiple assessment processes that required victims to retell their experiences time and time again.

The benefits of the new service are:

- business efficiencies and improved service resilience
- a single point of contact for victim care to build trust between the client and the service
- improved assessment processes and case management, including victim advocacy and support throughout the victim's journey, with ongoing needs assessment and case management until final step down from the service
- improved support, through specialist case managers, for victims engaged in the criminal justice system (not replicating the witness care service – but working with it)
- co-location of two specialist case managers to assess and support standard risk victims of domestic abuse from the Multi-Agency Safeguarding Hub (MASH)
- improved digital channels and web-based resources for victims to find advice and support
- wider use of volunteers to raise funds for local services and carry out more preventative work, particularly in relation to social isolation and exclusion
- dedicated engagement resource to improve and develop referral pathways and raise awareness of the service to increase self-referrals.

For further details of the service provided by Norfolk and Suffolk Victim Service, please go to www.nsvictimcare.org

Domestic abuse provision

In 2017, the OPCCN completed a comprehensive domestic abuse needs assessment which has been utilised to inform commissioning activity.

As PCC, I have a specific responsibility to commission the Independent Domestic Abuse Advocacy (IDVA) service for the county, to support high-risk victims and, since April 2015, this has been provided by Leeway Domestic Violence and Abuse Services.

During 2017/18, the OPCCN conducted an interim review of demand on the IDVA service and due to the strain on the service caused by an increase in referrals and additional pressures

including growth in the number of Claire's Law referrals, I have committed a further £76,000 per annum for the next two years to fund an additional two IDVAs and part-time administrative support for the service. The total cost of the service is now £436,000 per annum, which is funded by my Ministry of Justice Victim Services Grant.

The OPCCN also currently provides £112,000 of funding for the Integrated Mental Health Team in the Norfolk Police Control Room. This includes a further investment of £60,000 in 2017/18 to provide:

- further resource to train police officers to respond more effectively to people in mental health crisis
- support for police officers to manage their mental health
- capacity for spontaneous deployment if appropriate.

Monitoring Victims' Code compliance

As PCC, I am also the Chair of the Norfolk and Suffolk Criminal Justice Board which has set:

- providing support to victims and witnesses throughout the criminal justice system and giving them the service to which they are entitled under the Victims' Code of Practice

as a priority for the next three years.

This priority is being delivered by the Victim and Witness Sub-Group of the Board and the main workstream is the development and implementation of a diagnostic tool to measure compliance with the Victims' Code across criminal justice agencies.

Enhance support for cyber crime and fraud victims

The OPCCN is working with Norfolk Constabulary, Trading Standards and the Norfolk Safeguarding Adults Board to roll-out the approach piloted through Operation Bodyguard, to provide practical and emotional support to victims at risk of fraud and scamming across the county. The model will be based on the use of volunteers.

Commissioning a programme of support for children and young people

The OPCCN has established and is working with its Youth Commission to identify the areas of greatest need for young people. The Youth Commission reported the findings of its Big Conversation with children and young people in April 2018, on which more information can be found at Appendix C.

Performance metrics

Child Sexual Abuse and Hate crime are calculated through a process using the new crime system that was implemented in October 2015. As the long-term average for solved rates is from 2014-2017, any data before this time is not comparable.

The percentage of victims not supporting prosecution has increased significantly in the last few years and will have some correlation with the increase of crime recording in these crime categories. The reasons for the rise in victims not supporting prosecution are complex and there are a number of different reasons. With regards to serious sexual offences, a proportion of these offences are non-recent (the incident took place over 12 months before being reported). In a number of cases, victims have contacted police to make them aware, especially in light of recent high profile trials in the media, but do not want to pursue a complaint further. Reporting can come via a third party where the victim is not aware the police are informed until they are contacted. In these situations, some choose not to engage at all with the police. For all of the crime types, there is a possibility that the suspect is a family member or in a relationship with the victim and they do not want to criminalise them. It should be noted that victims are provided with support during and beyond the investigation as police officers and staff will refer victims to the most appropriate agencies and charities to help them.

The solved rates are directly impacted by the percentage not supporting prosecution and decisions by the Crown Prosecution Service to provide a charging decision. Crimes have become more complex with technology becoming more important with regards to evidence capture and investigations. Norfolk Constabulary has invested heavily in new technology, including body worn video, mobile tablets and digital forensics to assist the evidence capture and support the victim through the criminal justice process. This is an area that the Constabulary continues to monitor and aims to improve on through the innovative investigation hubs in the new policing model.



Area	Indicator	Last 12 months (April 2017 - March 2018)	Long-term averages * (April 2015 - March 2017)	Difference
Support victims and reduce vulnerability	% cases where victims do not support prosecution (domestic abuse)	50.2% (4,053)	37.0% (2,210)	13.2%
	% cases where victims do not support prosecution (serious sexual offences)	38.8% (775)	29.5% (398)	9.3%
	% cases where victims do not support prosecution (child sexual abuse)	31.2% (461)	N/A	
	Solved rate (domestic abuse)	21.4% (1,747)	29.0% (1,966)	- 7.6%
	Solved rate (rape)	6.0% (56)	10.6% (81)	- 4.6%
	Solved rate (other serious sexual offences)	11.9% (124)	17.8% (172)	- 5.9%
	Solved rate (child sexual abuse)	14.8% (203)	N/A	
	Solved rate (hate crime)	18.5% (227)	N/A	
	% of guilty pleas at first hearing at Magistrates Court	***		
	% of guilty pleas at first hearing at Crown Court	***		

* Long-term averages calculated across a 2-year period due to availability of solved rate information *** Data regarding court hearings is not available for a public audience

DELIVER A MODERN, INNOVATIVE SERVICE

In addition to the investment in local policing through the increased policing precept for the 2018/19 Norfolk policing budget, I have also proposed further investment in technology such as mobile working, drones and body worn video, which is helping Norfolk's police service to work more efficiently, freeing up officer time and allowing them to spend more time on the beat.

I have invested in additional assets for Norfolk Constabulary to carry on with Operation Moonshot West (original pilot) and develop Operation Moonshot City which is providing increased opportunity to disrupt organised criminality within the city through the investment and roll-out of Automatic Number Plate Recognition (ANPR) capability. Not only does this contribute to delivering a modern and innovative service but this technology also supports visible policing, rural communities, improved road safety and prevention of offending.

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

Through my investment, the Constabulary introduced two drones in July 2017 and the Constabulary currently has four qualified pilots who have all completed the relevant Civil Aviation Authority permissions. The drones have been used in a number of spontaneous and pre-planned operations, such as assisting with the search of missing people, firearms incidents, and scoping areas to conduct search warrants and taking footage of serious incidents. A business plan regarding the use and continuous investment of drones has been completed and is being overseen by the Deputy Chief Constable.

During the summer of 2017, the Constabulary trialled a number of mobile technical devices to the frontline and after a period of evaluation these are now being rolled out across the force to help improve efficiency and effectiveness.

Body-worn cameras have been rolled out across the county as part of my pledge to provide 21st century tools to tackle 21st century crimes. All frontline roads policing officers, firearms, dog units and dedicated licensing team officers are now wearing the high-tech gadgets with a pledge that all frontline officers will be equipped by the end of the year. These cameras will keep our officers safe, speed up the criminal justice system and reduce complaints. Two further phases of roll-out are due to be completed by the end of 2018.

The cameras went into operation in May 2017 and are a crucial investment for Norfolk Constabulary. The cameras will provide greater safety for officers, improve transparency over our officers' interactions with the public, providing community reassurance and building confidence. If they have been caught on camera, it is more likely perpetrators will take responsibility for their actions.



GOOD STEWARDSHIP OF TAYPAYERS' MONEY

As your PCC, I am 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 my day-to-day work as your PCC comes from two main sources: Government (Home Office) grants and the Council Tax precept levied on all households in the county. The amount of the policing element of the council tax (the precept) is a matter for determination by the PCC following consultation with the Norfolk community and endorsement by the Police and Crime Panel.

Government grants have reduced year-on-year since 2010 and, to this point, there has been no indication that austerity will be coming to an end any time soon. As a result, our police force has been required to make significant annually recurring savings.

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

Where the money comes from

	Budget 2016/17 £m	Budget 2017/18 £m	Budget 2018/19 £m
Government (Home Office) grants	88.3	87.2	87.2
Council tax	60.6	62.5	67.4
Approved budget	148.9	149.7	154.6

The Home Office Grant reduced by £1.1m to £87.2m in 2017/18. It was possible to offset this with an increase of 2% in the council tax (and more properties on which the tax could be raised) but with inflation costs and greater demand, savings of £3.8m had to be found to balance the 2017/18 budget. To the end of March 2018, those annually recurring savings now total £34m. 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 has been 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).



How the money is spent

	Budget 2017/18		Budget 2018/19	
	£m	%	£m	%
Employees	130.0	87	130.4	84
Premises	16.2	11	16.5	11
Transport	3.4	2	3.3	2
Supplies, services and other costs	20.1	13	20.9	14
Capital financing	5.7	4	4.2	3
Gross budget	175.4	117	175.3	113
Other income	- 17.6	- 12	- 17.3	- 11
Use of reserves	- 8.1	- 5	- 3.5	- 2
Net budget	149.7	100	154.5	100

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

	Revised budget 2017/18	Outturn 2017/18	(Over)/underspend		Budget 2018/19
	£m	£m	£m	%	
Office of the PCC (OPCC)	1.0	1.0	-	-	1.0
OPCC - Commissioning *	1.0	0.8	0.2	20	1.2
Operational policing	150.0	150.8	- 0.8	-	151.6
Capital financing	5.7	4.3	1.4	25	4.2
Total spending before use of reserves	157.7	156.9	0.8	1	158.0
Contribution to/ from (-) PCC reserve	- 0.4	0.2	- 0.6	150	- 0.2
Contribution from (-) reserves	- 7.6	- 7.4	- 0.2	3	- 3.3
Net spending	149.7	149.7	-	-	154.5

*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.

I monitor and scrutinise the budget closely, with formal reports on spending reviewed at my public meetings to hold the Chief Constable to account.

At the end of the financial year, annual accounts are prepared, published on my website, and subjected 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 Audit Committee which oversees governance, risk management, and the reports and programmes of the internal and external auditors.

As set out in the table above, after allowing for the use of reserves, as budgeted, the total group (comprising the PCC and the Chief Constable) budget for 2017/18 was overspent by £0.2m (0.1% of budget). Within this total, the operational policing budget (controlled by the Chief Constable) was overspent by £0.8m as a result of operational demands, an additional 1% pay award for all officers and staff (set nationally) and, above budgeted numbers of ill-health retirements of police officers.

Looking ahead – Budget 2018/19

Looking to the future, the Chief Constable announced a new and scalable local policing model in October 2017 which included the loss of all PCSO posts but a significant increase in the recruitment of additional police officers. This new model 'went live' at the beginning of April and I continue to pay close attention to the implementation and effectiveness of this change.

For 2018/19, the Government gave all PCCs the power to increase the council tax by a maximum of £12 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, I took the decision to increase the council tax precept for the year by 5.5%. This amounts to an extra 23 pence per week or £11.97 per year for households in a Band D property. This increase has enabled me to set a budget of £154.5m for 2018/19. The additional money has helped to finance some additional police officers and the considerable costs of the 21st century technology now being used by officers such as body worn cameras, drones and mobile devices.

Subject to the police service continuing to find efficiencies, the Policing Minister has indicated that a similar council tax increase might be possible next year. I will consult on this at the end of this calendar year. We also know the Government is launching a spending review which will determine central funding from 2019/20 onwards. Even with the additional precept flexibility this year and next, the Medium Term Financial Plan reveals that, by 2021/22, the budget gap (excess expenditure over income) will remain at around £9m with some £4.6m of savings identified at this stage.

With 87% 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 I have set, 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 2017/18, the 2018-22 Medium-Term Financial Plan (including the Reserves Strategy), and the Statements of Accounts, can be found on the Norfolk PCC website - www.norfolk-pcc.gov.uk

Performance metrics

Norfolk Constabulary's ability to answer 999 calls within 10 seconds continues to improve despite the marked increase month on month in the volume of these calls being made to the Force. The increase is not isolated to Norfolk, but reflected nationally across all forces. The

majority of these calls will generate an emergency response due to the nature of the incidents that fall within this category. These have a target time of 15 minutes in urban locations and 20 minutes for rural areas (timings calculated from the point of the call being received to an officer being in attendance). The increases in 999 calls being received has inevitably resulted in more emergencies for frontline attendance, which will be one contributory factor for the decrease of 2.2% in emergencies within target compared to the long-term average. There have been over 1,000 more emergency response (Grade A) calls in the current 12-month period to the end of March compared to the long-term average.

The average time to answer public calls has increased in the last 12 months compared to the long-term average. The 101 number is well publicised and one the community use for both advice as well as reporting police matters. Norfolk Constabulary continues to take steps to improve this wait time and is looking for alternative means for the public to report crime and incidents, such as through the force website. A new telephony system will also be introduced in June 2018 to help prioritise public safety reports as well as prioritising vulnerable callers.

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 for England and Wales. The survey data is taken quarterly with the most recent figure published being for the year ending December 2017. The Constabulary's score of 69.5% was the highest since September 2015 and ranks Norfolk 8th nationally with the national average score being 62.3%.

Area	Indicator	Last 12 months (April 2017 - March 2018)	Long-term averages * (April 2014 - March 2017)	Difference
Good stewardship of taxpayers' money	% emergencies in target	90.4%	92.6%	- 2.2%
	% of 999s answered within 10 seconds	89.2%	86.1%	3.1%
	Average time to answer 1010 calls (County only mm:ss)	02:45	01:40	- 01:04
	% of public who agree police are doing a good job (Crime Survey for England and Wales)	68.3%	68.0%	0.3%

POLICING

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

The Constabulary has a series of key performance indicators set within the Police and Crime Plan against which I am now in a position to provide feedback within this Annual Report. They are also now a feature in the regular monitoring and scrutiny that I undertake of the work of our police, as outlined below.

One of the ways I hold the Chief Constable to account is through a series of public meetings. These meetings – known as the Police Accountability Forum (PAF) – are held throughout the year and are accessible to the public.

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

I also convene a regular Strategic Governance Board at my office in Wymondham at which the Chief Constable provides detailed updates on the operations of our police force. Though not held in public, the actions from these meetings are published on the Norfolk PCC website.

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



There were a number of inspection reports published during this financial year of Norfolk Constabulary's performance by Her Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS).

In March 2018, the PEEL police effectiveness report was published, rating Norfolk as 'good' in areas including supporting victims and protecting vulnerable people and that it has the specialist capabilities to respond to national threats such as terrorism.



LOOKING AHEAD

Emergency services collaboration

The Policing and Crime Act 2017 received Royal Assent on 31 January 2017 and the provisions set out in Sections 6 and 7 and Schedule 1: (Police and Crime Commissioners: Fire and Rescue functions) were enacted on 3 April 2017. These provisions enable Police and Crime Commissioners to take on responsibility for the governance of local Fire and Rescue Services where a local case is made and it appears to the Secretary of State to be in the interests of economy, efficiency and effectiveness or public safety for an order to be made giving effect to the proposal.

The outline business case produced by Grant Thornton - consultants with expertise in emergency services transformation - recommended a change of governance as the preferred option, and I made my decision to proceed to a full business case on 23 February 2018.

Police integrity reforms

Following the enactment of the Policing and Crime Act 2017, there will be a new role for the PCC in dealing with appeals on complaints received by the Constabulary from the public. The appellate body is currently the Chief Constable but in 2019 this will change and the powers will transfer to the PCC. These reforms are aimed at providing a more transparent, accountable and independent system. As we move closer towards these changes, you will be able to find out more through my website - www.norfolk-pcc.gov.uk

GET INVOLVED

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

Have your say

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 I make.

Keep an eye on the Norfolk PCC website 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.

I also invite you to come along to one of my regular Police Accountability Forum meetings with the Chief Constable where you can find out more about policing in your area. I also conduct a series of public question and answer sessions around the county with the Chief Constable whereby you can put forward your concerns directly to both of us.



APPENDIX A

EQUALITY UPDATE REPORT

In my Police and Crime Plan, I set my equality objectives, progress against which I pledged to update on an annual basis. Over the past year, we have made significant progress against the objectives, which we intend to continue. Below I have set out how I and my office have achieved all six objectives in 2017/18.

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.

- Norfolk is a predominantly rural county and I have worked hard to engage with rural communities, to understand what their needs are and ensure that Norfolk Constabulary provide a fair service to Norfolk's rural residents.
- I have met with many different organisations and individuals who represent the different religious, ethnic, age, and disability groups in Norfolk.
- I have met with organisations that support victims of domestic abuse, provide support to vulnerable people, and which represent Norfolk businesses' interests. They have told me about the crime issues that affect them and how I can help them - information I have used to help fulfil my role.
- My office has developed a Domestic Abuse Partner Forum, which allows stakeholder agencies to identify the challenges in responding to domestic abuse and work together to overcome them.
- I have endeavoured to engage with everyone who contacts me and continue to encourage the people of Norfolk to do so on policing issues important to them.

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.

- All of my office's 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 which the OPCCN enters into require the recipient organisation to be compliant with all anti-discrimination legislation, ensuring commitment to equality from the providers we work with.

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

- My office distributes just over £1 million every year to providers of victims' services in Norfolk. These services range from general, practical and emotional support provided by Norfolk and Suffolk Victim Care Service, to the more specialist IDVA service provided by Leeway or the support provided to medium to high-risk missing children provided by Barnardo's and The Magdalene Group.
- In 2017/18, my office collected a wealth of evidence relating to victims of crime that do not come to the attention of the police or other support services. This evidence has been used in the development of the Hidden Victims Fund, to be launched in the coming financial year.
- We also have another £1 million fund which focuses on reducing crime and disorder. Through this fund, and by working to access external funding sources, I have commissioned several services that support vulnerable offenders. The Community Chaplaincy service supports people coming out of prison to access the services they need to lead a crime-free life. WONDER is a service that assesses the needs of female offenders and develops a support plan that aims to reduce their vulnerability and prevent future criminal behaviour. There are many more examples of services I commission to reduce crime and disorder and support vulnerable people, details of which are available on the Norfolk PCC website.

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 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 2017/18, the 25 custody visitors undertook 194 visits with 558 detainees. You can find out more at Appendix D.

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.

- I, my office 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 is achieved through:
 - The Police Accountability Forum – a public facing meeting where I hold the Chief Constable to account for implementing Norfolk's Police and Crime Plan, including its role in achieving my equality objectives.
 - The Strategic Governance Board – an internal board where I scrutinise the Chief Constable. This meeting features regular agenda items on the police's performance on equality and diversity.
 - Stop and Search Scrutiny Panel – This provides the public with an opportunity to scrutinise the police. It assesses whether, based on the stop and search records, there was sufficient grounds for a stop and search to take place. Members provide feedback on how a stop and search was conducted with the aim of identifying discrimination and poor practice.
- I have pushed the police to develop a new method of engaging with Norfolk's different community groups, which I look forward to seeing implemented in the next financial year.

Objective 6: Focus support on groups that are vulnerable to both victimisation and offending.

- Since taking office, I have ensured that I and my office have been accessible to the public and our partners through a variety of means.
- My office publishes its equality information on its website. At the end of 2017/18, there were seven male members of the team and ten female, with one 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

The Norfolk Independent Advisory Group (IAG) has continued to be chaired by Brian Walker, with Sam Chater-England taking the role of vice chair. The previous vice-chair stepped down and resigned from IAG due to work commitments and Sam was voted into the role of vice-chair at the 2017 Annual General Meeting.

The group has continued to be supported by the OPCCN engagement officer. Along with the chair, the engagement officer has helped promote IAG internally within the police force.

Developing on the recruitment strategy from last year, the IAG has actively been recruiting, specifically working with policing districts to help identify members of the community who may be suitable to sit on the IAG. This method of recruitment has been successful, with members of communities from Thetford and West Norfolk joining. Alongside this, a member of the Independent Custody Visiting scheme has also joined IAG, enabling the group to work more closely with volunteers delivering this statutory scheme on behalf of the PCC.

The relationship between IAG and the Constabulary continues to develop and remains a positive factor in ensuring policing is open, transparent and effectively working with communities. To develop this working relationship, IAG has appointed certain members to act as a point of contact in each district, working with the district commanders, engagement officers and wider response officers. This way of working allows for districts to have direct access to IAG members, enabling information and feedback to be sought more efficiently. Members of IAG have also been asked to attend local community meetings by the policing teams, either as an observer or to chair such meetings. This has allowed the police to gain independent feedback regarding their interaction with the community. Those IAG members, who are points of contact on the districts, feed back to the wider IAG at the monthly meetings. This allows for the IAG to be informed of the community concerns across Norfolk and also allows for patterns to be identified in relation to certain issues or any developing community tension.

As well as working closely with districts, IAG members continue to provide advice on a variety of issues, review constabulary reports and policies, and sit on a number of force boards and committees.

APPENDIX C

YOUTH COMMISSION UPDATE

The Norfolk PCC Youth Commission is made up of 38 young people from across the county aged between 13 and 25 years of age. The project has engaged with 1,500 young people from across Norfolk on policing and crime issues.

The Youth Commission set six key priorities and then went out to schools, colleges, universities, alternative education providers, youth clubs/groups, music festivals and engaged with the Norfolk Youth Parliament to canvass their views on these six priorities.

The key priorities set by the youth commission were:

- Journeys through the justice system
- Relationships with the Police
- Mental health
- Abusive relationships
- Substance abuse
- Peer pressure and social media.

Through 45 events, views have been gathered to formulate a report on what the young people of Norfolk are saying on policing and crime. The report was showcased along with the key findings of the project at a conference in April 2018. The findings of the report detailed the views expressed and recommendations made by the young people themselves.

The aim of phase two of the project, which will start in August 2018, is to sustain the success of the Norfolk PCC Youth Commission, by delivering a structured system for young adults aged between 13 and 25 years. The Youth Commission will provide those young adults with the tools to support and engage other young people about relevant policing and crime issues in Norfolk.

The Norfolk PCC Youth Commission will be a communication and engagement tool to maintain a working relationship with young people in Norfolk in relation to policing and crime.

APPENDIX D

INDEPENDENT CUSTODY VISITING

PCCs have a statutory responsibility to run an Independent Custody Visiting Scheme (ICV), ensuring that:

- There is a robust and effective ICV Scheme running in their area with appropriate resources and a nominated member of staff responsible for running the scheme
- Regular visits take place in all areas of police custody
- Volunteers are well trained and managed
- That the scheme manager briefs the PCC on issues within custody so that issues and trends can be identified
- Regular and formal opportunities exist to raise concerns with the police and deal with ICVs' concerns.

Organisation of the scheme in Norfolk

Under the terms of a joint custody command collaborative agreement, the Norfolk and Suffolk forces have an established fully-shared custody function, delivered through six Police Investigation Centres (PICs).

Norfolk has four PICs where detained persons are held. These are located in Aylsham, Great Yarmouth, King's Lynn and Wymondham. The PICs are purpose-built facilities that were opened in 2011. Across the four PICs there is a total detainee capacity of 92.

The King's Lynn PIC also serves the Cambridgeshire Constabulary area with detainees from Cambridgeshire being held in it. Cambridgeshire officers are included in King's Lynn's PIC staff group.

As of 31 March 2018, there were 25 ICVs participating in the scheme across the county. These ICVs are split into four panel groups, each one serving one of the PICs. Each panel nominates a 'co-ordinator' who is responsible for creating a rota of visits. This ensures that only our ICVs know what day and time a visit will take place, so enabling the scheme to remain independent and credible.

Each panel group meets with the ICV Scheme Administrative Officer three times per year and the panel co-ordinators meet a further twice per year with the Administrative Officer and the

Chief Inspector for Custody. The panel meetings are also attended by the PIC Inspector to allow the panel to discuss any issues that they have and for the Inspector to update the panel with regard to any pertinent issues within their area of responsibility. The panel meetings are an opportunity to discuss topical issues and provide an opportunity for some training to the ICVs.

The aim is that the scheme is representative of the community, taking account of different ethnic origins, genders and age ranges. When new volunteers are recruited, consideration is given to preserving and enhancing this representation.

Training for the ICVs is provided via a mix of using subject matter experts from Norfolk Constabulary and utilising the training given by the Independent Custody Visiting Association (ICVA). ICVs' opinions are sought as to areas in which they feel they require further training and the aim is to include this in the training programme for the year.

Norfolk ICVs data						Ethnic breakdown of total population (Norfolk)
						Source: ONS data 2011
Gender:		Age:		Ethnic group:		
Male	11	18-30	0	White British		92.4%
Female	14	31-45	2	White Other		3.5%
		46-60	7	Asian: Indian		0.5%
		61-75	14	Black: African		0.4%
		75+	2	Other: Any other ethnic group		0.1%

Note: There are 18 definitions of ethnicity within the 2011 census – the above data provides an overview of those represented currently on our scheme.

What is happening where you live?

Breakdown of visits conducted for the period 1 April 2017 to 31 March 2018.

PIC visited	Visits	Detained persons held	Detained persons available to visit	Detained persons visited	% detainees visited (of those available)	Detained persons not visited *
Aylsham	51 +1 aborted visit	111	91	82	90%	29
Great Yarmouth	49	340	201	162	81%	178
King's Lynn	45 +1 aborted visit	343	161	132	82%	211
Wymondham	49 +2 aborted visits	479	231	182	79%	293
Overall total	194 +1 aborted visit	1273	684	558	82%	711

Note: There are a number of reasons why detained persons are not visited, for example the police may advise not to for health & safety reasons. This number also includes detainees who refused an offered visit. Those who were 'not available' were either in interview, asleep, or the individual was providing fingerprint/DNA evidence.

Issues reported from custody visits

No issues of serious harm or threat have been reported in the last year. There have been 117 positive comments recorded on visit reports relating to the fact that a detained person has been happy with their treatment whilst in police custody; this is a marked increase from 85 positive comments in the previous reporting year.

One issue of note was reported in March 2018 with regard to the delay that staff within the PIC had experienced in waiting for the attendance of Health Care Professionals to assess the condition of detainees who were considered to be experiencing a mental health crisis. The ICVs reported on the issue and it was immediately followed up by the ICV Scheme Administrative Officer with the Chief Inspector responsible for custody. Healthcare provision across the PICs is provided by an external contractor. This incident was reported by the Constabulary to the medical provider as a breach of contract.

As a result of the conversations that ICVs have had with detainees, the following requests were raised and subsequently dealt with by custody staff:

- 10 requests to have someone informed that they are in custody
- 5 requests for legal advice
- 7 requests for reading material
- 16 requests for a blanket
- 6 requests for food
- 10 requests for a drink
- 2 requests for nicotine replacement
- 11 requests for a shower
- 7 requests to see a Health Care Professional
- 1 request for a feminine hygiene pack
- 4 requests to use the exercise yard
- 2 requests to see a female officer
- 4 requests for pain killers
- 2 requests for toilet roll
- 5 requests for a telephone call
- 2 requests for a copy of the Codes of Practice
- 1 request to make a complaint.

ICVs have continued to identify that some detainees are being held following being remanded to prison after an appearance at the virtual court in the PIC. This continues to be an ongoing issue and is as a result of the contract funded by the Ministry of Justice.

During the year ICVs, have focused their visits on those who are vulnerable in custody (women, under 18s, those with mental health issues, those with learning disabilities etc.). ICVs have been reassured that staff within custody ensure that these groups are looked after in accordance with legislation and that they ensure that an Appropriate Adult is used when needed.

ICVs have also focused on the provision of sanitary products to women who are detained as a result of a campaign by ICVA to highlight the poor provision available to women in some areas of the country. Across the PICs in Norfolk, there is a good provision and variety of sanitary products available to women. ICVs also seek to ensure that women in custody are aware that they cannot be seen whilst using the toilets within the cell areas; this is a result of ICVs speaking to some women detainees who had been reluctant to eat or drink as they did not want to be observed using the toilet within the cell. It is not routine practice within custody to tell detainees that the toilet area is pixelated.

During this year, there have been changes to the Policing and Crime Act with regard to bail, to the Mental Health Act with regard to custody not being allowed to be used as a place of safety, and the Concordat on Children in Custody was published. ICVs have been updated with regard to all these matters, and observe and report on what they find in custody with regard to these changes in legislation.

Collaborative Working

Very close working relationships are maintained with the Office for the Police and Crime Commissioner for Suffolk and the ICV schemes in both counties mirror each other in the use of the same reporting forms and statistical reports. Norfolk and Suffolk share training opportunities for ICVs.

In addition to Suffolk, Norfolk also works alongside regional colleagues from the East of England (Bedfordshire, Cambridgeshire, Essex and Hertfordshire). The scheme administrators from these regions meet on a quarterly basis to share experience and best practice. The region is currently represented by Bedfordshire at ICVA National Level.

The ICVA ran two national conferences this year. One was aimed at scheme administrators and managers, and the other at ICVs. These events were attended by personnel from Norfolk who found the conferences to be extremely informative, well organised and of great value to those who attended.

The ICV Scheme Administrative Officer presented a session on custody visiting to the Custody Sergeants Course during this year, ensuring that all newly-trained Custody Sergeants are aware of what Independent Custody Visiting is and how it works across Norfolk and Suffolk.

Training

A very successful training event was held in December 2017 for ICVs. Several topics were covered including mental health in custody, the Concordat on Children in Custody and the use of force in custody. The training was greatly enhanced by the presence of the Chief Inspector, Head of Custody (Norfolk and Suffolk). She was able to answer the questions posed by ICVs who were fully engaged with the training.

Want to know more?

Custody Visiting continues to be essential in providing independent scrutiny of the treatment of detained persons and the conditions in which they are held.

If you are interested in becoming an Independent Custody Visitor please contact:

Independent Custody Visiting Scheme Administrator
OPCCN, Building 8, Falconers Chase, Wymondham, NR18 0WW.

Telephone: 01953 423851

Email: ICVAdministrator@norfolk.pnn.police.uk

For more information on the role of ICVs, or that of the PCC for Norfolk, please visit www.norfolk-pcc.gov.uk or find us on [Twitter @NorfolkPCC](https://twitter.com/NorfolkPCC) or [Facebook at www.facebook.com/norfolkpcc](https://www.facebook.com/norfolkpcc)

For more information regarding the work of the Independent Custody Visiting Association (ICVA) please visit their website: www.icva.org.uk or on [Twitter @CustodyVisiting](https://twitter.com/CustodyVisiting)

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