



ANNUAL REPORT

2018/19



POLICE & CRIME
COMMISSIONER

NORFOLK

www.norfolk-pcc.gov.uk



INTRODUCTION

PCC LORNE GREEN

I am pleased to introduce my third annual report, providing me with the opportunity to reflect on the 12 months to 31 March 2019.

This report highlights some of the key achievements and challenges I have experienced in my role as your Police & Crime Commissioner (PCC).

I have worked closely with Norfolk Constabulary to deliver the first-class service the county deserves to meet the complex demands of 21st century policing.

Part of my commitment has focused on visible policing - a priority that I fully understand is very important to our local communities. I recognise the importance of not only being safe but also feeling safe. Changes to Norfolk's policing model mean we now have more fully-warranted officers in the county than when I took office in 2016.

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

I had been supporting a campaign for a change in the law and had previously written to the county's MPs urging them to back the Assaults on Emergency Workers Bill. Too many of our emergency workers have experience of being assaulted by the very people they are working to

protect. An assault on an emergency worker is an assault on us all - they are here to protect us and we have a duty to do all we can to protect our protectors. While I do welcome this new legislation, and hope the threat of a year's jail term will change the behaviour of those who would inflict harm on our emergency workers, I would have liked to have seen the maximum sentence increased even further.

When I was elected as PCC, the people of Norfolk told me about their crime and policing concerns and what they felt they needed from the police to feel safer living and working in our rural areas. I pledged to take up their concerns and drive forward Norfolk's approach to tackling rural crime.

A key first step was to develop a Rural Policing Strategy for the county, and the annual progress update published in November 2018 shows just how far we have come in putting that strategy into practice, addressing public concerns and supporting our rural communities to be and feel safe.

From improving police engagement and access to crime information and prevention advice, to working smarter with partners and using 21st century technology to detect, prevent and disrupt criminality in our rural areas, I'm delighted with the progress that has been made so far but we must not let up on our commitment.

I take very seriously the pledge I made to do all I can to prevent young people from being seriously injured or killed on our roads. After I took up office I funded an initiative called the #Impact campaign which tours around the county educating young people on the dangers of the Fatal 4 - whether it be drink and drug driving, not wearing a seatbelt, using a mobile phone behind the wheel or excess speeding.

#Impact is actively supported by Norfolk Constabulary, Norfolk Fire & Rescue Service and the East of England Ambulance Service and delivers a crashed car demonstration and insight into the work of our emergency services in responding to collisions on our roads.

We have managed to reach nearly 5,000 young people since the campaign first launched and I will continue to fund this initiative during the rest of my term in office to reach as many young people as possible

I am pleased to have been able to continue to fund an initiative to help prisoners and ex-offenders to turn their lives around. The Community Chaplaincy scheme was launched back in February 2017 to help those keen to make a fresh start by changing their attitudes and the behaviour which previously led to criminality. It was initially funded for two years and I am pleased to have been able to continue this funding for another year.





I have publicly pledged to continue to protect and safeguard young people at risk of criminal exploitation and have actively supported campaigns tackling knife crime and securing funding for crucial projects which are aimed at supporting those at risk of harm and exploitation. From the moment I came into office I have made sure, through my [Police and Crime Plan](#), that my emphasis has been on protecting people, helping the vulnerable, preventing crime and reducing the number of lives blighted by horrific offences including knife crime.

My office succeeded in securing £700,000 of the Home Office's Early Intervention Youth Fund (EIYF) in November 2018 to improve working between key agencies including police and children's services in the county. [A number of projects have been secured](#) through this funding including an initiative to fund four detached youth workers in the Norwich area to work with young people at risk of criminal exploitation and associated violence including knife crime.

In February 2019 we saw the launch of the new [Norfolk Scam Prevention Service](#) which I have funded and one of our key stakeholders on this project is the Norfolk and Suffolk Victim Care Service. Last year I became a Friends against Scams 'Scambassador' and I am committed to doing all I can to make Norfolk a scam-free county and prevent people's lives being affected by the acts of these heartless fraudsters.

Providing 21st century tools for 21st century crimes was one of my original pledges and I am pleased to see the progress made with the roll out of Body

Worn Video to police officers and the deployment of additional Tasers to response officers. I will continue to monitor the progress with the roll out of modern and innovative technology to the Constabulary through my Police Accountability Forum with the Chief Constable.

In January 2019, [I wrote to Norfolk MPs](#) seeking their support for the Service Animals (Offences) Bill – also known as Finn's Law – which seeks to protect service animals including police dogs and horses. Service animals play a hugely important role in both crime prevention and enforcement with many tales of heroism in Norfolk, and I am pleased to see that this law has now been enacted.

Following a summer of public consultation on the [future of police and fire governance](#) I am pleased to now be a member of the Norfolk Fire and Rescue Authority. The memorandum of understanding signed by myself and the leader of Norfolk County Council in December 2018 demonstrates my commitment to continued emergency services collaboration.

I remain committed to making Norfolk a safe place to live, work and visit and I will work tirelessly to make sure that Norfolk Constabulary receives a fair share of additional resources from the Government.

Lorne Green
Police & Crime Commissioner
for Norfolk

TRANSPARENCY

In April 2019, for the fourth year running, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) received a prestigious national award for openness and transparency.

The OPCCN was one of 27 PCC offices awarded the Open and Transparent Quality Mark 2019 by CoPaCC - a national organisation which monitors police governance.

Based in Wymondham, the OPCCN supports and promotes the work of the PCC for Norfolk. The Quality Mark recognises PCC offices which meet their statutory requirements in making information available to the public.

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



For more information about the work of CoPaCC and the Open and Transparent Quality Mark, visit www.policinginsight.com



ENGAGEMENT

In 2018, the PCC continued his tour of the county with the Chief Constable, allowing members of the public to ask their policing and crime questions. The question and answer sessions, which have been held in each of the seven policing districts, also provide the district police commander with an opportunity to deliver a local policing update.

These evening events have proven to be a successful engagement tool, allowing members of the public to provide feedback directly to the Chief Constable and the PCC. The PCC also takes time during the day to conduct a walk around the area hosting the Q&A, visiting local businesses and community groups, and speaking to residents to gain their views on policing and crime in that particular district. The PCC is accompanied by either the local engagement officer or the beat manager. This allows for members of the public who may not be able to attend the evening session to direct any concerns they have to the local policing team.

Direct engagement with district residents allows the PCC to gain feedback regarding how members of the public feel the police best serve their community. Feedback from these district visits enables the PCC to continue to hold the Chief Constable to account while understanding how the priorities set in the [Police and Crime Plan](#) are directly impacting on the residents of Norfolk.

The popularity of these events has been helped by early promotion, using platforms such as Twitter and Facebook alongside local media. The meetings are also promoted to the County Council, district and local councils to ensure information about the event is disseminated as far and wide as possible.

The PCC believes that this method of engagement allows him to honour his pledge of making himself more accessible and visible to the Norfolk community and allowing for every man, woman and child to have their say on policing.

POLICE & CRIME PLAN

OBJECTIVES

Following his election in May 2016, the PCC undertook a public consultation to identify the crime and policing priorities which matter most to those who live and work in Norfolk. As a result, seven priorities were adopted under his [Police and Crime Plan for 2016-20](#).

- Increase visible policing
- Support rural communities
- Improve road safety
- Prevent offending
- Support victims and reduce vulnerability
- Deliver a modern and innovative service
- Good stewardship of taxpayers' money.

INCREASE VISIBLE POLICING

This priority focuses on increasing the number of volunteers in policing, increasing opportunities for the public to engage with the police and the PCC, bringing the community and the police together, giving people the chance to influence policing priorities where they live, increasing public confidence and reducing fear of being a victim of crime.

In response to this priority area, the Norfolk 2020 policing model went live on 1 April 2018. Within the new model there are significant changes to the police officers available for local and visible policing, as well as significant advances in the way that the Constabulary is using technology.

The number of officers on duty per shift in terms of police constables and sergeants has increased across the county for every early, late and night shift, and every public order shift throughout the year.

14 sergeant posts have been recruited and dedicated to neighbourhood policing. The sergeant posts ensure that their beat managers are focused on local priorities and local problem solving in the community. The uplift in beat managers from 84 posts to 100

posts has proven to be pivotal in community policing roles. Both the Safer Neighbourhood Team sergeants and beat managers have had mobile working devices rolled out successfully which allow them to reduce their time in stations and increase their visible presence within the communities.

Operation Moonshot was established as a resource to reduce the threat of County Lines in Norfolk through the use of Automatic Number Plate Recognition (ANPR) cameras to target criminality on our roads. Operation Moonshot is innovative and highly visible. It has now been rolled out further across the county and, in November 2018, Operation Moonshot City was permanently recruited following a successful pilot in the west of the county, increasing the visible policing presence on Norfolk's roads.

Following the precept increase, the Safer Schools Partnership (SSP) has enabled officer and staff posts to be protected. Three vacancies have been converted into two further police officer posts joining forces with Norfolk County Council to continue to develop prevention work tackling County Lines. This will run as a pilot for a six month period.

The use of volunteers in policing is vital and it is pleasing to see that Speed Watch continues to grow across the county and support local communities' concerns around speeding, especially in rural areas. On 5 May 2018, more than 600 vehicles were caught speeding during a special day of action by Norfolk's

team of dedicated Community Speed Watch (CSW) volunteers. The purpose of such schemes is not to spoil our pleasure in responsible driving, but to protect us from unsafe driving.

Another area of volunteering is the Special Constabulary, which saw a drop in officer numbers with Specials successfully joining Norfolk Constabulary as regular officers during the implementation of the Norfolk 2020 local policing model. The Constabulary has since been focused on increasing the number of Special Constabulary officers, including undertaking a complete overhaul of the recruitment process and revamping its advertising practices to encourage those willing to give up their time to support the policing mission.

The Special Constabulary Strategy was released in November 2018 to coincide with the national strategy. This will continue the development journey of the Special Constabulary with localised recruitment, alternative and flexible training to meet individual needs. There will also be the introduction of a personal development review process and a broader range of posting and specialist opportunities available to officers.

In February 2019, the PCC put forward proposals to the Norfolk [Police and Crime Panel](#) to increase the policing element of council tax which allowed for a significant investment in the front line, with an increase of 40 officers. This means that Norfolk now has more fully-warranted police officers than when the PCC took office in 2016, and a greater number of people dedicated to county policing activity than immediately before the loss of the 150 Police Community Support Officer (PCSO) positions.

FURTHER INFORMATION

This information provides an overview of some of the work carried out during 2018/19 in the seven priority areas. Full details of all of the objectives can be found in the [Police and Crime Plan](#).

The PCC's commitment to promoting equality and fighting discrimination can be found at Appendix A of this annual report.

Appendices B and C provide an overview of the work carried out by the volunteers who make up the Norfolk Independent Advisory Group and Youth Commission.

Appendix D sets out the progress being made on the delivery of the Independent Custody Visiting provision in the county.



PERFORMANCE METRICS

The precept rise of February 2019 has enabled the Constabulary to increase the number of police officers from 1,510 in March 2018 to 1,550. Recruitment continues at a pace to maximise the numbers and to ensure that the establishment is filled taking into account officer retirees in the coming years.

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. An example of this is the highly successful local recruitment pilot conducted in Great Yarmouth, which is now being implemented more widely. 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.

In comparison with this time last year, the effective strength of the uniform policing model has risen from

80% to 92%, which is the level expected allowing for aspects such as long-term sickness, absences and maternity. This will result in a greater presence of fully effective, deployable police officers.

Public confidence in the police remains at a high level given the substantial restructure, the removal of the PCSO role and national news coverage highlighting crime and disorder.

The neighbourhood policing element of the Norfolk 2020 policing model will be fully operational from July 2019 when South Norfolk Neighbourhood Policing Team goes live. It is anticipated that despite the reductions in engagement resources available owing to austerity, performance in terms of dealing with community priorities should rise now that all the beat managers, neighbourhood policing teams, Moonshot teams and dedicated neighbourhood sergeants are in place.

SUPPORT RURAL COMMUNITIES

Since the introduction of the [Police and Crime Plan](#) in early 2017, there has been growth across Norfolk Constabulary with regards to the staff and resources supporting our rural communities, along with more activity to increase visibility and improve confidence in rural areas.

This year saw the introduction of the new Community Safety Neighbourhood Policing Team bringing together knowledge and skills, and increasing the Force's capability and capacity to undertake highly visible, proactive and preventative work in such areas as rural crime, drone operations and unauthorised encampments.

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

There have been an additional 24 wildlife crime officers trained in 2018 to compliment the 10 already embedded in local policing.

Cross border activity has seen a reduction in the number of hare coursing incidents in Norfolk during the last season and less activity crossing from one county to the other.

In November 2018, the PCC and Norfolk Constabulary published the first annual report on progress against Norfolk's Rural Policing Strategy. That report can be found on the [Norfolk PCC website](#).



Operation Randall - a dedicated team targeting rural crime and, in particular, offences that impact on farmers and people who reside or work in isolated locations, has increased visibility across our rural communities with emphasis on engagement with farmers and the wider community.

The rural communities' newsletter (previously known as the Operation Randall newsletter) has undergone an update to be more reflective of community needs based upon feedback from the community. This includes how to get advice in areas such as mental health illness, partnership work (such as Norfolk Fire and Rescue activity to reduce stack fires) and how to contact other agencies (e.g. the Environment Agency for fly tipping). Subscriber numbers continue to increase. As of January 2019, there were 4,564 subscribers - an increase from 1,583 at the beginning of 2016. The newsletter is also disseminated through a number of partner platforms thereby increasing its reach across the rural community. The list continues to grow but includes the National Farmers Union, Country Land and Business Association, the Diocese, Norfolk County Farmers, Norfolk Young Farmers and parish councils.

In the past year, the Operation Randall team, supported by architectural liaison officers and rural beat managers, has held 14 specific events that have focussed on engaging and supporting rural communities with more than 500 people attending. Feedback from these events has been positive and they will continue.

The Operation Randall Team and rural beat managers regularly carry out targeted and random visits to victims of crime and community groups in affected areas to understand the concerns of the community and provide relevant advice and guidance on crime prevention. They continue to use available social media platforms to share information and engage with rural communities. The team have four established 'Fast SMS' groups across the county.

Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Actual strength: police officers	1,546	1,493	53
Actual strength: police staff	1,089	1,072	17
Actual strength: Special Constabulary	198	205	-7
Actual strength: police volunteers (data from May 2016)	125	115	10
Funded strength: police officers	1,512	1,486	26
Funded strength: police staff	1,121	1,068	53
% of police officer funded strength available for frontline duties*	89.7%	N/A	
% of people who agree they have confidence in the police (CSEW)**	81.7%	81.6%	0.1% points
% of people who agree the police deal with community priorities (CSEW)**	62.9%	63.1%	-0.2% points

Any discrepancy in the 'difference' compared to the 'long-term average' is due to rounding which takes place within the underlying data, as the long-term average is a rounded figure. * % data is only available from June 2016 so a long-term average (3 years) cannot be calculated. ** Crime Survey for England and Wales. Long-term average based on data from March 2016 to March 2019.

The Community Rural Advisory Group (CRAG) continues to provide an excellent platform for information sharing and promoting a greater understanding of the challenges facing all attending agencies and rural communities. It is held on a quarterly basis with regular attendance from the National Farmers' Union, Country Land and Business Association, Trading Standards, Environmental Agency, Farm Watch, Norwich Diocese and local authorities. The CRAG is also attended by one of the Constabulary's architectural liaison officers and a rural officer/beat manager for the respective area where the meeting is held.

Norfolk Constabulary has recently secured the support of the Forestry Commission to understand the challenges it faces on the 50,000 acres that it manages. They have agreed to attend and support all future meetings.

The main focus of the Constabulary's cross-border activity has been to target hare coursers (referred to as Operation Galileo) as they move across county boundaries. In line with the concordat agreement between Suffolk, Cambridgeshire and Lincolnshire constabularies, a series of ongoing hare coursing events has taken place on a bi-monthly basis.

There has been a move towards wider rural action days in the past couple of months with poaching, rural thefts and hunt saboteurs being targeted. For example, a recent increase in livestock theft in Norfolk and Suffolk has promoted an intelligence-led operation across both counties with the Eastern Region Serious and Organised Crime Unit (ERSOU) and the use of drones to target specific sites.



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

The 'Raise the Alarm' campaign, supported by the Diocese of Norwich, other church groups and the community at large, aimed to help protect those buildings in the county identified as most vulnerable to lead theft by equipping them with alarms.

Churches are a place of worship and peaceful sanctuary as well as places where friends and family can come together to celebrate special occasions.

They continue to be the beating heart of a local community, serving as meeting places for people of all ages and one act of senseless vandalism or theft can have a huge impact.

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

PERFORMANCE METRICS

An average of 180 hours a month was spent on rural policing by the Special Constabulary in 2018, with peak activity involving attendance at events such as the Royal Norfolk Show. For the first three months of 2019, an average of 152 hours a month was spent on rural policing by the Special Constabulary.

The number of rural emergencies responded to within target time has fallen slightly when compared to the long-term average (87.8% in the last 12 months compared to 90.1%); this may be due to an increase in the volume of immediate emergency response (Grade

A) incidents. Across the county there have been over 1,500 more emergency response calls in the current 12 month period compared to the long-term average. By area, Great Yarmouth district has remained relatively stable in responding to rural emergencies within target time when compared to the long-term average (94.3% in the last 12 months compared to 94.6%), with North Norfolk district recording the largest decline in the rural emergency response rate over the last 12 months when compared to the long-term average (87.6% from 91.1%).

Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of subscribers to Operation Randall newsletter	4,592	N/A	N/A
Number of hours spent on rural policing by Special Constabulary*	2,219	2,215	4
% of rural emergencies responded to within target time	87.8%	90.1%	-2.3% points

* Long-term average is from 31 December 2016

Norfolk Constabulary is also able to provide rural emergency response figures by district:

District	Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
King's Lynn & West Norfolk	% of rural emergencies responded to within target time	84.6%	87.2%	-2.6 % points
Breckland	% of rural emergencies responded to within target time	89.3%	91.3%	-2.0% points
North Norfolk	% of rural emergencies responded to within target time	87.6%	91.1%	-3.5% points
South Norfolk	% of rural emergencies responded to within target time	87.6%	89.2%	-1.6% points
Broadland	% of rural emergencies responded to within target time	88.6%	90.8%	-2.2% points
Great Yarmouth	% of rural emergencies responded to within target time	94.3%	94.6%	-0.3% points

Norwich district does not qualify as a rural location for the purposes of rural emergency response times.

IMPROVE ROAD SAFETY

This priority focuses on tackling dangerous driving through education and enforcement. There is also a strategic objective to reduce speeding in rural communities along with an aim to reduce overall levels of Killed and Serious Injury (KSI) collisions in the county.

The PCC has continued to fund the #Impact road safety campaign - launched in mid-November 2016 - throughout his time in office. The initiative aims to educate young people across Norfolk about the dangers of the 'Fatal 4': drink and drug driving, not wearing a seatbelt, using a mobile phone behind the wheel and excess speeding.

#Impact is delivered to educational establishments across the county and brings together the three blue light services (police, fire and ambulance). The services set up the scene of a road collision and take 16 to 18 year olds through the story of a young person who has survived a serious collision.

The total number of interactions with students for 2018/19 was 1,269 from 10 presentations across 10 colleges and sixth forms. Since its introduction #Impact has engaged with 4,799 young people who are driving or soon to be driving.

Norfolk Constabulary and the OPCCN are members of the Norfolk Road Casualty Reduction Partnership and undertake a number of activities outlined in the Partnership's delivery plan that considers education, enforcement and engineering solutions designed to positively affect driver behaviour. The Safety Camera Partnership (SCP) funds a dedicated 'Fatal 4' offence enforcement police motorcycle team (made up of four officers).

The SCP also supports Operation Moonshot and the use of ANPR. In 500 operational days (as of March 2019) the team conducted 3,000 vehicle stops resulting in 889 traffic offence reports, 933 vehicles being seized and 672 arrests being made.

The SCP funds the provision of roadside drug wipes and associated laboratory submissions, a tactic that has previously been unavailable to deal with drug-drive offences. As a response to increased provision, the Constabulary now tests more people for drug-driving than ever before, providing an ability to detect and deal with offenders committing Fatal 4 offences and contributing to those killed and seriously injured on Norfolk's roads.

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

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

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

The work of Community Speed Watch (CSW) volunteers is invaluable to helping improve road safety in the county. Road safety is of big concern for Norfolk's residents, with excessive speed being one of the Fatal 4 factors which put road users at risk.

The PCC has funded a number of CSW schemes in the county in areas including Great Yarmouth, South Norfolk and North Norfolk totalling around £12,000.



PERFORMANCE METRICS

The number of KSI collisions has increased by 9.4% in the last 12 months compared to the long-term average (from 378 collisions to 413). One possible factor for this may be the better recording of collision data using the CRASH (Collision Recording and Sharing) system which came into use in 2016. When an officer records the type of injuries suffered by a casualty, the system automatically provides the severity classification. This might indicate that records are more accurate in the recent years than the long-term average.

The traffic levels in Norfolk have also increased over the last few years as well as some significant changes made to the road networks, which may have had an impact on the number of collisions. However, when the number of KSIs is looked at compared to the distance travelled, Norfolk's KSI rate has remained stable since 2013.

Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of KSI collisions	413	378	9.4%
Number of KSI collisions involving vulnerable road users	211	185	14.3%

Vulnerable road users include pedestrians, cyclists and power two-wheelers (such as motorbikes and mopeds). The number of KSI collisions involving vulnerable road users has increased by 14.3% in the last 12 months compared to the long-term average (from 185 collisions to 211). A disproportionately high number of motorcycles are involved in KSI collisions. Just under a quarter of KSIs recorded in Norfolk during 2018 involved a motorcycle, yet motorcycles accounted for just 0.9% of vehicle miles travelled nationally in 2016.

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

analysed on a regular basis to review long-term trends, to highlight accident cluster sites and to aid multi-agency working through education, enforcement and engineering strategies.

The responsibility for casualty reduction moved from the Transport section within Norfolk County Council to Public Health. The Council works in partnership with Norfolk Constabulary and Norfolk Fire & Rescue Service to tackle the issue of road safety and a new road casualty reduction strategy is currently under development working to the Parliamentary Advisory Council for Transport Safety's (PACTS) nationally recognised 'Safe System' vision to have a transport system free from death and serious injury. For more information, visit the [PACTS website](#).

PREVENT OFFENDING

Reducing Offending Strategy

The current Norfolk Strategic Framework for Reducing Offending has been in place since 2016. Overall, good progress has been made on delivering against this framework. Examples include:

- 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.
- Strengthening the local mental health and justice pathways for clients touching the criminal justice system and through the gate.
- Supporting the developments of the Youth Offending team (YOT) delivery arrangements in Norfolk.

The framework was reviewed at the end of 2018. As well as assessing progress to date in implementing key deliverables, board members considered the effect of changes in criminal justice policy and any broader political and policy developments at a national and local level likely to have an impact on the delivery of the framework over the next two to three years.

Following this assessment, it was proposed that going forward the framework's prevention and diversion themes be discontinued and replaced by a new, single prevention and early intervention theme, incorporating key deliverables and actions formerly included under the two themes.

It is considered that this new arrangement will allow for a more effective alignment of priorities with other (national and local) strategies and plans - particularly local authority early help strategies - which can potentially help to support the delivery of the framework and provide an improved basis for joint working with key partners.

An overview of how this will affect the framework strategic theme structure going forward is provided below:

Prevention/Early Intervention

Acknowledging the role that prevention and early intervention can play in preventing the onset of offending behaviour/diverting people away from unnecessary contact with the criminal justice system.

Offender Management

Ensuring effective delivery of custodial and community sentences to ensure that those convicted of offences are held to account for their actions, whilst being given the appropriate support and encouragement to move on and to avoid reoffending in the future.

Rehabilitation and Resettlement

Delivering practical support services to help those who are motivated to change to reintegrate successfully into the community and to achieve stable lifestyles away from crime.

In addition, the refresh process has also led to the formulation of a revised list of actions under each deliverable to help guide local joint action in support of the delivery of the framework going forward, for example:

- Improve the availability/effectiveness of family intervention services among families and children of offenders who are deemed to be at increased risk of social exclusion and involvement in offending in later life.
- Ensure the early help structure in Norfolk is effective in preventing crime and anti-social behaviour before problems become entrenched.
- Take forward a programme of work with partners to improve the availability of accommodation, employment and other key rehabilitation and resettlement support services for offenders.

Gateway to Employment

Gateway to Employment (GtoE) is a joint campaign between the OPCCN and the Department for Work and Pensions (DWP), which aims to break down barriers to employment for people with convictions.

When first launched, the aim of the initiative was to get 100 organisations to pledge to offer a new opportunity to someone with convictions, leading to meaningful long term employment. This target was exceeded within one year of launching the campaign.



AWARDS SUCCESS FOR GtoE APPRENTICE

A dream came true for a Norfolk apprentice who turned her life around thanks to the Gateway to Employment scheme launched by the county's Police and Crime Commissioner and the Department for Work and Pensions.

Alex Burzec, a Support Coordinator at Home Group, found employment through the GtoE scheme which gives ex-offenders a second chance.

Having already been crowned 'Regional Rising Star' at the Eastern Region National Apprentice Awards, Alex was hoping to reach for the stars by netting the national title.

In December 2018, Alex had her "ultimate dream" realised after she was presented with a highly commended National Rising Star Award at the National Apprenticeship Awards.

Progress to date:

- Creation of GtoE Project Board
- Ensured project board is supported by appropriate legal/HR expertise
- Worked with local media on promotion campaign
- Held numerous employer events
- Creation of website
- Developed data capture process with DWP
- Developed e-newsletter and comprehensive distribution list
- Champion "No-Offence" campaign

Pledges fulfilled (during 2018/9):

- 6 job starts
- 131 interviews
- 26 job offers
- 54 bursary applications
- 23 provision
- Monthly employer fairs held at HMP Norwich.

Rescue Rehab

This project is managed by Norwich Best for Pets and has been running at HMP Norwich since 1 May 2018.

The initiative sees homeless dogs from a local rehoming centre taken into HMP Norwich where they are paired with suitable prisoners who work with the dogs alongside a qualified dog trainer.

Prisoners receive qualifications in areas of dog handling, training and socialisation.

Sessions are supported by a prisoner mentor and are now fully embedded within the prison regime and education provision.

Dogs which have had the appropriate training and have the right temperament are rehomed.

The project is regularly evaluated to establish whether it has supported prisoners to:

- Gain transferable skills that will enhance their employability upon release
- Improve the mental health and general wellbeing of prisoners, through constructive activity that has wider social value
- Train dogs for rehoming.



COMMUNITY CHAPLAINCY

In February 2019, the OPCCN awarded an additional £31,800 to fund the Community Chaplaincy scheme to March 2020 and enable it to expand in scope. This extra funding means the scheme will be able to support more clients across Norfolk, offering greater training and development opportunities for volunteer mentors.

The scheme's desired outcomes are:

- To provide targeted mentoring support for clients, many of whom are vulnerable and have complex needs
- To contribute to a reduction in the frequency and seriousness of offending
- To provide a role model for referred clients and motivate them on the path to desistance
- To support and encourage clients to achieve and maintain their goals leading to a more fulfilling lifestyle within their communities.

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.

WONDER

The [Women Offenders of Norfolk Diversion, Engagement and Rehabilitation \(WONDER\) scheme](#) seeks to help vulnerable women in criminal justice settings access the services and support required to address the root causes of their offending behaviour. The operating model includes comprehensive assessment and a holistic and coordinated approach to accessing and receiving support.

The current scheme, which is managed by St Giles Trust in partnership with Future Projects, began in March 2018 and will run until March 2021. It builds on an initial 12-month pilot by offering an extended geographical reach to cover all rural and urban areas of Norfolk, patch-based link workers, targeting of more referral sources (i.e. not just the police) and connecting with additional partner agencies.

As of December 2018, 295 referrals had been made to WONDER. Case studies demonstrate the majority of women do not pose a high risk of harm to the public, but their offending is often prolific. They are a group with complex needs, and often access local services in a chaotic way whilst in crisis. Women on the scheme have specific needs and face disproportionate disadvantage and levels of trauma and abuse. Many of the women on the scheme are themselves victims of serious crime, and many have children and the effects of their offending on their families are significant.

In light of these findings the scheme:

- Has placed a greater focus on community referrals (including the wider police network), as this is identified as an area in which it would be easier to identify women at risk of becoming drawn into the criminal justice system and begin to seek support
- Women on the scheme with experience of the criminal justice system are becoming involved in developing and delivering a peer led women's support group and contribute to the design of the service
- Footsteps (mental health service for women) now provides additional support for those women deemed most vulnerable on the WONDER scheme. This funding was sought by St Giles Trust through the Tampon Tax fund to further enhance the WONDER scheme.

Pictured left: PCC Lorne Green meeting with the WONDER project team.

PERFORMANCE METRICS

The long-term average for the number of crimes is a three-year average; 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 crime, online crime and rural crime) makes comparisons with historical data difficult. Since October 2015, Norfolk and Suffolk constabularies have used a new system to record crimes called Athena. This system allows 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 2019. 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 of both current and non-recent offences, and greater levels of peer-on-peer offending taking place online, that there is an upward trend. This is replicated in other areas such as serious sexual 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 resource to maintain service levels in these expanding areas. The development of the new investigation hubs in the east and west of the county will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.

Personal property crimes include these crime types:

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

Whilst long-term averages for burglary residential data are unable to be provided, they can be provided for the other categories. Of note is that theft of motor vehicles has increased by 17.3% in the last 12 months compared to the long-term average. This should be considered in the context of a preceding long-term

decline, but it does represent a shift in offending patterns towards higher-value vehicles and more organised offending groups. In particular, an increase in vehicle thefts where technology is being used to disable security is being attributed to criminal groups known to be operating across Norfolk, Suffolk, Essex, Kent and Cambridgeshire.

The number of recorded domestic abuse crimes has gone up by 31.2% in the last 12 months against the long-term average. A key reason for this increase is a recent business decision that domestic abuse reports are initially recorded as crimes and only converted to incidents 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. Most police forces have recorded a rise in sexual offences; nationally sexual offences have increased by 7% according to the Office for National Statistics for the year ending March 2019. Norfolk has experienced a percentage change slightly lower than the national average and this increase may reflect better recording practices and greater willingness to report offences over the long term. These figures include offences involving child-on-child offending, reporting of non-recent events and third-party reports. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime.



Robbery has increased by 26.2% 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 15.8% increase in offences of violence with injury compared to the long-term average. The majority of offences in this crime category are lower 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.

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 crimes through its Safer Neighbourhood Teams, and through targeted resources such as operations Randall and Moonshot. King's Lynn & West Norfolk, Breckland and South Norfolk saw the highest number of rural crimes over the last 12 months.

First-time entrants (FTE) into the criminal justice system is a measure that is expressed per 100,000 population of Norfolk's 10-17 year olds. The number entering the criminal justice system continues to fall; the long-term average indicates the rate of first-time entrants was 308 per 100,000 and this has fallen to 255 per 100,000 for the last 12 months that data is available (October 2017 to September 2018). There could be a number of reasons for this drop, such as the use of safer school officers providing early intervention and resolution to incidents which do not lead to criminalising children. In addition, there are a number of diversionary tactics that can be used by police and partners to provide justice which do not lead to an arrest or a formal process. There is also a greater understanding that a number of children committing crimes have wider vulnerability issues which may be causing their criminality. For these situations, a multi-agency approach through contextual safeguarding at home, school and in the community is more suitable than the criminal justice route.

The influence of social media and access to the internet can lead to complex situations where children can be victims as well as offenders. This includes the sending of indecent images via text messages or apps. Norfolk Constabulary regularly provides guidance to protect and safeguard children and to prevent an escalation in risk and harm.

The introduction of the Challenge for Change (C4C) triage system in June 2015 by the Youth Offending Team (YOT) working with Norfolk Constabulary targeted the diversion of first-time entrants 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 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. Prevention programmes are offered to families experiencing difficulties with their children where the YOT can offer support.

Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	1,439	N/A	
Number of personal property crimes	12,395	N/A	
Number of hate crimes	1,085	N/A	
Serious sexual offence (SSO) crimes	1,981	1,695	16.9%
Number of domestic abuse (DA) crimes	9,673	7,373	31.2%
Number of online crimes	1,387	N/A	
Number of robbery crimes	512	406	26.2%
Number of violence with injury crimes	7,112	6,141	15.8%
Number of rural crimes	450	N/A	
Number of first-time entrants to the criminal justice system per 100,000*	255	308	-17.2%

* Last 12 Months data refers to the period October 2017 to September 2018 and long-term average data refers to the period October 2015 to September 2018

Norfolk Constabulary is also able to provide rural emergency response figures by district.

King's Lynn and West Norfolk			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	243	N/A	
Number of personal property crimes	1,918	N/A	
Number of hate crimes	128	N/A	
Serious sexual offence (SSO) crimes	292	226	29.2%
Number of domestic abuse (DA) crimes	1,443	1,123	28.5%
Number of online crimes	240	N/A	
Number of robbery crimes	55	51	7.7%
Number of violence with injury crimes	1,092	915	19.4%
Number of rural crimes	119	N/A	
Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level		

Breckland			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	216	N/A	
Number of personal property crimes	1,701	N/A	
Number of hate crimes	118	N/A	
Serious sexual offence (SSO) crimes	257	219	17.4%
Number of domestic abuse (DA) crimes	1,144	953	20.0%
Number of online crimes	191	N/A	
Number of robbery crimes	32	26	23.3%
Number of violence with injury crimes	892	823	8.4%
Number of rural crimes	114	N/A	
Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level		

North Norfolk			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	189	N/A	
Number of personal property crimes	794	N/A	
Number of hate crimes	37	N/A	
Serious sexual offence (SSO) crimes	195	168	16.1%
Number of domestic abuse (DA) crimes	710	561	26.5%
Number of online crimes	125	N/A	
Number of robbery crimes	6	10	-38.1%
Number of violence with injury crimes	514	414	24.1%
Number of rural crimes	59	N/A	
Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level		

Broadland			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	122	N/A	
Number of personal property crimes	1,159	N/A	
Number of hate crimes	97	N/A	
Serious sexual offence (SSO) crimes	184	145	26.9%
Number of domestic abuse (DA) crimes	938	689	36.2%
Number of online crimes	125	N/A	
Number of robbery crimes	17	17	-1.8%*
Number of violence with injury crimes	613	568	8.0%
Number of rural crimes	57	N/A	
Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level		

* Long-term average is 17.31 which accounts for this difference

South Norfolk			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	157	N/A	
Number of personal property crimes	1,298	N/A	
Number of hate crimes	81	N/A	
Serious sexual offence (SSO) crimes	219	190	15.3%
Number of domestic abuse (DA) crimes	989	693	42.7%
Number of online crimes	145	N/A	
Number of robbery crimes	25	18	37.8%
Number of violence with injury crimes	555	514	8.0%
Number of rural crimes	81	N/A	
Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level		

Norwich			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	242	N/A	
Number of personal property crimes	3,416	N/A	
Number of hate crimes	456	N/A	
Serious sexual offence (SSO) crimes	482	456	5.7%
Number of domestic abuse (DA) crimes	2,494	1,909	30.6%
Number of online crimes	275	N/A	
Number of robbery crimes	278	203	37.3%
Number of violence with injury crimes	2,129	1,761	20.9%
Number of rural crimes	2	N/A	
Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level		

Great Yarmouth			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	214	N/A	
Number of personal property crimes	2,004	N/A	
Number of hate crimes	159	N/A	
Serious sexual offence (SSO) crimes	277	244	13.5%
Number of domestic abuse (DA) crimes	1,862	1,393	33.7%
Number of online crimes	261	N/A	
Number of robbery crimes	97	77	25.3%
Number of violence with injury crimes	1,253	1,106	13.3%
Number of rural crimes	14	N/A	
Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level		

SUPPORT VICTIMS & REDUCE VULNERABILITY

Early Intervention Youth Fund

The OPCCN is currently managing a £2 million programme, supported by £700,000 of funding awarded in November 2018 from the Home Office Early Intervention Youth Fund (EIYF). The programme is multi-agency, with strategic leadership from Norfolk Constabulary and Norfolk County Council Children's Services, and is transforming the approach to tackling child exploitation in Norfolk.

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

specialist support and pathway out programmes.

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

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

The MACE team's work focuses on those at risk of becoming subject to exploitation and puts in place

intervention and support for individuals, families and the wider community.

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

Family support practitioners with specialist knowledge in relation to child criminal exploitation will work alongside the MACE team. Their role focuses on whole family intervention, working with young people in Norwich who have been exploited and ensuring their families feel supported in keeping them safe.

St Giles Trust will bring its SOS+ project to Norfolk, delivering targeted preventative sessions to school children, parents and teachers across the county, with intensive 1-2-1 support for those deemed as at high risk to exploitation.

The Pathways Out Programme delivered by Mancroft Advice Project will deliver 1-2-1 mentoring to 40 young people aged 17 and under in Norwich who are identified as being vulnerable to criminal exploitation. Mentors will work to build confidence and skills in the young people, providing positive educational and work experiences and raising ambitions, helping them onto an alternative path.

The Momentum organisation will increase understanding and knowledge of child criminal exploitation within the voluntary, community and social enterprise (VCSE) sector. By providing information and training to VCSE organisations, Momentum will work to improve joint working and increase the county's capacity to prevent child criminal exploitation and support those affected.

The project streams will continue into early 2020, except for the SOS+ project which has received additional funding from the PCC's Hidden Victims Fund enabling this project to run for three years.

Building on the EIYF and its evidence-based evaluation approach, a funding bid has been submitted to the Youth Endowment Fund to develop a Self-Efficacy and Resilience Building Programme. This project will increase protective factors (including improvements in mental wellbeing, prosocial modelling, self-efficacy and emotional resilience) and reduce risk factors (such as poor school attendance and conduct problems) linked to offending and wider risk-taking by developing a universal skill-based school programme and a targeted 'MACE Outreach Team'.





Commissioning of Victim Services

Under the Ministry of Justice Victims Fund, each PCC has to provide specialist and non-specialist services that support victims of crime. Three key services that are commissioned by the OPCCN under this fund are:

1. Norfolk and Suffolk Victim Care Service

A jointly commissioned service by the Norfolk and Suffolk OPCCs, provided by Victim Support.

This service delivers an assessment and triage service to all victims of crime and, once triaged, if the victim requires a support service to enable them to cope and recover from the effects, they will be provided with either a case manager or a case worker. Case managers support victims from an enhanced category which includes: domestic abuse, sexual violence, persistently targeted, victims over 70 years or with mental health issues, and children and young people. Case workers support victims from the non-enhanced category which includes assault, theft, children and young people (not meeting the case managed criteria), unlikely to go to court and be shorter or one-off advice and information.

Below is a snap shot of the number of referrals received by the [Norfolk and Suffolk Victim Care](#) service for the year 1 April 2018 to 31 March 2019 (Norfolk figures only):

	Sexual violence	Domestic abuse	Child sexual abuse/ child sexual exploitation	Restorative justice	Other	Total
Total number of valid referrals to support services	524	3,584	118	31	13,183	17,388

2. Specialist Domestic Abuse Services

Independent Domestic Abuse Advocacy (IDVA) service supporting high-risk victims.

This service is delivered by Leeway Domestic Abuse and Violence Services and covers the county footprint by providing 12 full-time equivalent (FTE) IDVAs and a part-time administrator. Within the service there are three court IDVAs who support victims at court. There is a specialist Domestic Abuse Court held every Tuesday at the Magistrates Court in Norwich and 'cluster' courts each week in Great Yarmouth and King's Lynn. Two of the IDVAs are from Black, Asian and Minority Ethnic (BAME) communities and support those victims for whom English is not their first language on their journey to cope and recover.

	Sexual violence	Domestic abuse	Child sexual abuse/ child sexual exploitation	Restorative justice	Other	Total
Total number of valid referrals to support services	0	2,687	0	0	0	2,687

3. Specialist Sexual Violence Support Services

Delivered by the Sue Lambert Trust (SLT) by way of a grant that contributes to the overall service provision.

Clients supported by the SLT are aged 11 years+. Although the Trust provides support to all victims affected by sexual violence/child sexual abuse etc., on average 65% of clients fall into the category of 'historic cases of childhood sexual abuse'. These cases are multi-faceted and require intensive support/counselling due to the nature of the abuse. These clients can present with poor mental health and/or substance misuse and alcohol problems. Numbers of clients requiring service outstrips service provision and a waiting list for SLT's counselling services is operated. Whilst on the waiting list, clients can seek support by telephone, one off 'grounding' sessions or group work. The waiting list is continually reviewed by the Trust to ensure risk is managed.

During this reporting period, the Trust closed its waiting list as it had become untenable to manage (approx. 400 clients) and therefore no new referrals were accepted between April and August 2018. After this period the Trust only accepted self-referrals, with the exception of police or Sexual Assault Referral Centre (SARC) referrals. It should be noted, however, that the Trust supported those organisations that wanted to discuss clients they wished to signpost to SLT. This closure period affected the number of referrals received by the Trust during this financial period, however it enabled SLT to greatly reduce the waiting list to 48 at the end of December 2018 and concentrate on delivery of services to those on this list or who were in service.

	Sexual violence	Domestic abuse	Child sexual abuse/ child sexual exploitation	Restorative justice	Other	Total
Total number of valid referrals to support services	179	1	19	0	0	199

Victims Code Compliance

Under the Ministry of Justice's (MoJ) Victims Grant, the OPCCN within its grant agreement consents to ensuring that the victims services it commissions are compliant with the Victims Code.

The Victims Code implements relevant provisions of EU Directive 2012.29/EU establishing minimum standards on the rights, support and protection of victims of crime. It aims to ensure that victims of crime have access to a broad range of support services to help them cope with and, as far as possible, recover from the effects of crime. It should be noted that the Victims Code is currently being revised (anticipated outcome late 2019); in addition the EU Directive may also be superseded this year due to Brexit.

Since 1 April 2018, it has become a condition of the MoJ grant funding to have adequate single point of contact (SPOC) arrangements in place, delivered by the recipient's staff and/or a service funded with the grant. This is so that victims of major crime incidents - whether occurring inside or outside of their force area - and family members resident in their police area are able to straightforwardly and speedily access support services funded within the grant. Major crime incidents include terrorist attacks and large-scale incidents resulting in multiple victims of crime. Adequate SPOC arrangements have been set out in the Association of Police and Crime Commissioners' (APCC) Major Incident Framework which the OPCCN is implementing. Progress is scrutinised through regular reporting to the MoJ. The framework sets out high-level responsibilities for how victims of major incidents will be supported and, in particular, the role of PCCs as the commissioner of the majority of local services for victims and the senior local Criminal Justice Service leader.

Norfolk Scam Prevention Service

Being the victim of a scam can have a large scale and lasting impact on a person financially, practically and emotionally. Some of those who are victims of fraud are particularly vulnerable to becoming re-victimised and are often repeatedly targeted.

Between April 2018 and September 2018, over 3,000 fraud crimes were reported to Action Fraud by people from Norfolk, with a loss of £8.1 million. Victims of fraud are more likely to request support as a result of crime when compared to other crime victims, meaning there is high demand for services that support scam victims.

Norfolk Constabulary piloted Operation Bodyguard in West Norfolk to undertake home visits with the most vulnerable victims of fraud. It provided outreach support to the most vulnerable victims, building on an approach originally developed by Sussex Police. Data from Trading Standards, Action Fraud and the police was used to develop an understanding of fraud victim vulnerability, with home visits offered to those identified as being most vulnerable. The Operation Bodyguard results warranted expansion across Norfolk.

In February 2019, the PCC agreed to provide funding to enhance support for fraud victims through Norfolk and Suffolk Victim Care's [Scams Prevention Service](#). The service also works closely with Trading Standards and the Norfolk Safeguarding Adults Board to make sure that scam victims receive the best support possible. The service provides resource to co-ordinate Special Constabulary visits to the most vulnerable scam victims. In addition to this core level of support, the service increases the support available to victims of scams in Norfolk by providing telephone support, a self-referral pathway, awareness raising sessions to groups that might be targeted by scammers and work with partner organisations to improve the partnership response to scams.

During 2019/20, the Scams Prevention Service aims to:

- Prevent vulnerable victims being re-victimised by providing support to help them cope, recover and avoid being victimised again
- Facilitate raising awareness of scams in Norfolk so that fewer residents become victims
- Avoid duplication in support provision to victims of crime
- Strengthen the partnership response to scams across the public, private and third sectors.

PERFORMANCE METRICS

Child sexual abuse and hate crime are calculated through a process using the new crime system 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 varied. 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 some cases, victims have contacted police to make them aware, especially in light of recent high-profile trials in the media or coverage of the Independent Inquiry into Child Sex Abuse, but do not want to pursue a complaint further. Norfolk Constabulary has been working with partners to raise awareness of certain crimes and it is predicted that crime reporting will continue to increase. There are currently domestic abuse campaigns taking place in the county and there have been documentaries highlighting the work police do to support and protect victims of domestic abuse and stalking.

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. For example, the Sexual Assault Referral Centre (SARC), known as the Harbour Centre, offers free support and practical help to men, women, young people and children of all ages living in Norfolk who have been raped or suffered serious sexual offences either recently or in the past. The SARC offers practical and emotional support through its crisis workers, facilitates forensic medical examinations, gives advice concerning health and wellbeing, and provides access to Independent Sexual Violence Advisors. Independent Domestic Violence Advisors are also accessible via the Multi-Agency Safeguarding Hub (MASH), as are a number of charitable organisations who support and give advice to victims.

Even though some victims do not wish to support a police prosecution, all domestic abuse crimes and non-crime incidents are subject to a risk assessment.



Safeguarding actions are undertaken on a multi-agency basis for all high and medium-risk cases in the MASH, with support being provided by Independent Domestic Violence Advisors for all high-risk cases. All 'standard-risk' cases are referred to Victim Support so that advice and guidance can be offered.

The solved rates are directly impacted by a number of factors, including the availability and nature of supporting evidence, and the Crown Prosecution Service determination as to whether there is sufficient evidence to support a realistic prospect of conviction and a public interest in pursuing the case.

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 evidence capture and support the victim through the criminal justice process. Body worn video has become invaluable in capturing evidence, allowing officers to review the footage and look for clues with regards to abuse which may have been missed at the point of initial contact.

Investigation standards is an area that Norfolk Constabulary continues to monitor and aims to improve through the investigation hubs in the new policing model. The Chief Constable has identified the improvement of standards of investigative work, particularly in officers younger in service, as a priority action for the coming year as this will improve the quality of the initial response to all offences.

Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	59.0%	44.5%	14.5% points
% of cases where victims do not support prosecution (Serious sexual offences)	49.9%	35.5%	14.4% points
% of cases where victims do not support prosecution (Child sexual abuse)	39.0%	N/A	
Solved rate (Domestic abuse)	14.9%	25.3%	-10.4% points
Solved rate (Rape)	3.9%	8.9%	-5.0% points
Solved rate (Other serious sexual offences)	9.3%	15.4%	-6.1% points
Solved rate (Child sexual abuse)	10.1%	N/A	
Solved rate (Hate crime)	18.2%	N/A	
% of all guilty pleas at first hearing at Magistrates Court*	N/A	N/A	
% of all guilty pleas at first hearing at Crown Court*	N/A	N/A	

* Data regarding the court hearings has been denied by the Crown Prosecution Service for a public audience

King's Lynn and West Norfolk			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	62.4%	41.7%	20.7% points
% of cases where victims do not support prosecution (Serious sexual offences)	49.3%	36.0%	13.3% points
% of cases where victims do not support prosecution (Child sexual abuse)	35.8%	N/A	
Solved rate (Domestic abuse)	15.4%	27.5%	-12.1% points
Solved rate (Rape)	9.6%	7.5%	2.1% points
Solved rate (Other serious sexual offences)	13.5%	16.8%	-3.3% points
Solved rate (Child sexual abuse)	12.8%	N/A	
Solved rate (Hate crime)	17.2%	N/A	
% of all guilty pleas at first hearing at Magistrates Court*	N/A	N/A	
% of all guilty pleas at first hearing at Crown Court*	N/A	N/A	

Breckland			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	53.0%	37.3%	15.7% points
% of cases where victims do not support prosecution (Serious sexual offences)	47.9%	34.6%	13.3% points
% of cases where victims do not support prosecution (Child sexual abuse)	35.6%	N/A	
Solved rate (Domestic abuse)	15.6%	28.7%	-13.1% points
Solved rate (Rape)	2.7%	12%	-9.3% points
Solved rate (Other serious sexual offences)	4.9%	17.6%	-12.7% points
Solved rate (Child sexual abuse)	11.1%	N/A	
Solved rate (Hate crime)	11.9%	N/A	
% of all guilty pleas at first hearing at Magistrates Court*	N/A	N/A	
% of all guilty pleas at first hearing at Crown Court*	N/A	N/A	

North Norfolk			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	61.4%	44.9%	16.5% points
% of cases where victims do not support prosecution (Serious sexual offences)	48.7%	35%	13.7% points
% of cases where victims do not support prosecution (Child sexual abuse)	51.3%	N/A	
Solved rate (Domestic abuse)	14.4%	24.6%	-10.2% points
Solved rate (Rape)	2.2%	11.6%	-9.4% points
Solved rate (Other serious sexual offences)	9.5%	13%	-3.5% points
Solved rate (Child sexual abuse)	11.1%	N/A	
Solved rate (Hate crime)	21.6%	N/A	
% of all guilty pleas at first hearing at Magistrates Court*	N/A	N/A	
% of all guilty pleas at first hearing at Crown Court*	N/A	N/A	

South Norfolk			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	54.1%	45.3%	8.8% points
% of cases where victims do not support prosecution (Serious sexual offences)	53.0%	34.8%	18.2% points
% of cases where victims do not support prosecution (Child sexual abuse)	41.4%	N/A	
Solved rate (Domestic abuse)	15.6%	21.6%	-6.0% points
Solved rate (Rape)	5.0%	8.9%	-3.9% points
Solved rate (Other serious sexual offences)	6.7%	15.8%	-9.1% points
Solved rate (Child sexual abuse)	5.7%	N/A	
Solved rate (Hate crime)	23.5%	N/A	
% of all guilty pleas at first hearing at Magistrates Court*	N/A	N/A	
% of all guilty pleas at first hearing at Crown Court*	N/A	N/A	

Norwich			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	60.5%	46.0%	14.5% points
% of cases where victims do not support prosecution (Serious sexual offences)	52.9%	38.5%	14.4% points
% of cases where victims do not support prosecution (Child sexual abuse)	36.8%	N/A	
Solved rate (Domestic abuse)	14.0%	23.4%	-9.4% points
Solved rate (Rape)	2.3%	9.1%	-6.8% points
Solved rate (Other serious sexual offences)	10.1%	14.7%	-4.6% points
Solved rate (Child sexual abuse)	9.5%	N/A	
Solved rate (Hate crime)	16.9%	N/A	
% of all guilty pleas at first hearing at Magistrates Court*	N/A	N/A	
% of all guilty pleas at first hearing at Crown Court*	N/A	N/A	

Broadland			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	60.8%	48.3%	12.5% points
% of cases where victims do not support prosecution (Serious sexual offences)	41.3%	33.1%	8.2% points
% of cases where victims do not support prosecution (Child sexual abuse)	38.5%	N/A	
Solved rate (Domestic abuse)	13.9%	22.8%	-8.9% points
Solved rate (Rape)	4.1%	8.0%	-3.9% points
Solved rate (Other serious sexual offences)	5.5%	16.2%	-10.7% points
Solved rate (Child sexual abuse)	7.4%	N/A	
Solved rate (Hate crime)	26.8%	N/A	
% of all guilty pleas at first hearing at Magistrates Court*	N/A	N/A	
% of all guilty pleas at first hearing at Crown Court*	N/A	N/A	

Great Yarmouth			
Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	59.2%	47.4%	11.8% points
% of cases where victims do not support prosecution (Serious sexual offences)	53.1%	34.0%	19.1% points
% of cases where victims do not support prosecution (Child sexual abuse)	36.4%	N/A	
Solved rate (Domestic abuse)	16.1%	27.2%	-11.1% points
Solved rate (Rape)	1.7%	8.5%	-6.8% points
Solved rate (Other serious sexual offences)	9.6%	15.1%	-5.5% points
Solved rate (Child sexual abuse)	8.9%	N/A	
Solved rate (Hate crime)	18.9%	N/A	
% of all guilty pleas at first hearing at Magistrates Court*	N/A	N/A	
% of all guilty pleas at first hearing at Crown Court*	N/A	N/A	

DELIVER A MODERN AND INNOVATIVE SERVICE

The PCC has pledged to ensure that the police have the necessary tools so they can operate more productively, efficiently and safely and so we can build resilience for the future face of policing. To tackle the crime affecting our communities in the 21st century, we need to look at the 21st century technology available to us.

Drones

In April 2017, Norfolk Constabulary gained permission from the Civil Aviation Authority to operate drones and started with two qualified pilots and two drones. Since then, the PCC has funded the purchase of additional drone equipment to increase the capability for drone deployment by Norfolk Constabulary.

The Constabulary has embraced drone technology, with some very notable successes putting them at the forefront nationally. Examples include the successful location of missing people in Brancaster and Norwich, and suspect locations for Operation Galileo (hare coursing).

Automatic Number Plate Recognition (ANPR)

One of the original [Police and Crime Plan](#) objectives was to continue the development of the best use of ANPR through the Norfolk 2020 team. There are examples in this report under the Police and Crime Plan priorities for supporting rural communities and improving road safety of the work of Operation Moonshot and the successful use of ANPR technology.

Telephony Project

In June 2018, the Constabulary switched over from its old telephony system to a new solution called Mitel. This system is designed to deliver a bespoke call-handling solution for a police emergency control room. The new system provides increased capacity to receive 999 calls with additional lines added to the control room.

The introduction of Interactive Voice Response allows callers who know the extension number they want, or who wish to speak to a particular department, to manage their own redirect by inputting their choice automatically. This prevents those callers having to wait in a queue to speak to a switchboard operator for a simple redirection of their call.

Once a 101 call is received in the control room, the switchboard will conduct a risk assessment and calls with a greater risk or vulnerability will be prioritised for answer. The higher risk queues include ones for public safety, a domestic incident and those relating to mental health.

Norfolk Constabulary Website

Alongside the introduction of the new telephony system, the Constabulary has rolled out a significant change to [its website](#) reporting process in an effort to make it easier for a member of the public to submit non-urgent matters online.



The 'Report it' link opens up a choice of reporting forms that the public can use to directly send in crime information (such as theft and criminal damage) as well as being able to report low-risk incidents of anti-social behaviour.

All online crime reports are assessed to see if they are suitable for desk-based investigation. Any which need an officer to attend in person or are considered to be more appropriate for a specific unit to manage will be redirected.

The 'Ask the Police' link takes you to a national website that offers guidance on the policing response or advice you can expect. This helps people decide whether the police are the right agency to contact as well as potentially indicating the priority the matter will be given.

Tasers

An additional £1.5m has been earmarked over the next three years for the purchase of additional Tasers for frontline officers. In addition, newer versions of Tasers are being rolled out to ensure that officers have up-to-date, modern technology available to them, which is part of a national project.

Body Worn Video

Since July 2018, Body Worn Video (BWV) cameras have been made available to all frontline officers.

The benefit of these cameras is in the value of capturing evidence and there are early indications that the use of BWV is assisting in complaint reduction for officers.



GOOD STEWARDSHIP OF TAXPAYERS' MONEY

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

Funding for the policing of Norfolk and the day-to-day work of the 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 council tax (the precept) is a matter for determination by the PCC following consultation with the local community and endorsement by the [Norfolk Police and Crime Panel](#).

Government grants have reduced year-on-year since 2010 although an increase was seen in 2019/20. However, as a result of previous reductions, the police force has been required to make significant annually recurring savings.

The fact is that finances are getting tighter, and that makes efficient use of resources and good stewardship of budgets critically important.

Where the money comes from

	Budget 2017/18 £m	Budget 2018/19 £m	Budget 2019/20 £m
Government funding	87.2	87.2	88.8
Council Tax	62.5	67.4	76.0
Approved Budget	149.7	154.6	164.8

The Home Office grant remained at £87.2m in 2018/19 - the same as in 2017/18 - but this represented, in real terms, a drop in funding taking inflation into account. It was possible to offset this with an increase of 5.5% in the council tax (and more properties on which the tax could be raised) but, with inflation costs and greater demand, savings of £2m had to be found to balance the 2018/19 budget.

To the end of March 2019, those annually-recurring savings now total £37m. Around half of that total has come from collaboration between Norfolk and Suffolk constabularies and, with limited opportunities remaining for collaborative savings within that partnership, a regional team 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).

For the first time some modest procurement savings have been included in the Medium Term Financial Plan (MTFP).

How the money is spent

	Budget 2018/19 £m	%	Budget 2019/20 £m	%
Employees	130.4	84.4	136.3	82.7
Premises	16.5	10.7	16.9	10.3
Transport	3.3	2.1	3.2	1.9
Supplies, services and other	20.9	13.5	23.3	14.1
Capital financing	4.2	2.7	4.3	2.6
Gross budget	175.3	113.5	184.0	111.7
Other income	(20.8)	(13.5)	(19.2)	(11.7)
Net budget	154.5	100.0	164.8	100.0

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

	Budget 2018/19 £m	Outturn 2018/19 £m	(Over)/under spend £m
OPCCN	1.0	1.0	0.0
OPCCN commissioning (net*)	1.2	0.9	(0.3)
Operational policing	150.8	147.9	(2.9)
Capital financing	5.0	5.1	0.1
Use of reserves	(3.5)	(0.7)	2.8
Total spending before use of reserves	154.5	154.2	(0.3)
Contribution to/ (from) PCC reserve	0.0	0.1	0.1
Contribution to/ (from) budget support reserve	0.0	0.2	0.2
Contribution to/ (from) capital financing reserve	0.0	0.0	0.0
Net spending	154.5	154.5	(0.0)

* Gross spending on commissioning is £2m as the PCC receives a grant of £1m from the Ministry of Justice in respect of services to victims of crime.

The PCC monitors and scrutinises the budget closely, with formal reports on spending reviewed at his public meetings to hold the Chief Constable to account.

At the end of the financial year, annual accounts are prepared, published on the Norfolk PCC website, and subject to examination by the external auditor who gives an opinion on whether value for money is being achieved.

To date, those opinions have been positive. Norfolk Constabulary has a long history of delivering 'evidence-based' policing, helping to ensure value and effectiveness are secured. Strong procurement and contract management functions also continue to drive down the costs of goods and services.

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

An independent Joint Audit Committee also oversees governance, risk management, and the reports and programmes of the internal and external auditors.

As set out in the previous table, after allowing for the use of reserves, as budgeted, the total group (comprising the PCC and the Chief Constable) budget for 2018/19 was balanced.



Budget 2019/20

Looking to the future, the Chief Constable announced a new and scalable local policing model in October 2017 which included the loss of all Police Community Support Officer (PCSO) posts but a significant increase in the recruitment of additional police officers. This new model went 'live' at the beginning of April 2018 and the PCC continues to pay close attention to its implementation and effectiveness.

For 2019/20, the Government gave all PCCs the power to increase council tax by a maximum of £24 per annum (at Band D). Having consulted with Norfolk's communities and obtained a positive response on whether they would be prepared to pay more to support their police service, the [PCC took the decision to increase the council tax precept](#) for the year by 10.45%. This amounts to an extra 46 pence per week or £23.94 per year for households in a Band D property. This increase enabled the PCC to set a budget of £164.8m for 2019/20. 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 previous Policing Minister indicated that a similar council tax increase might be possible next year however, with the current political uncertainty, it is unclear at this stage what opportunity there will be with the precept. The PCC will consult on this at the end of this calendar year. The Government has announced a one-year Spending Round which will determine central funding for 2019/20. Even with the additional precept flexibility this year, and possibly next, the Medium Term Financial Plan reveals that, by 2022/23, the budget gap (excess expenditure over income) will be around £5m with some £2.9m of savings identified at this stage.

With 83% 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 the PCC 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 2018/19, the 2019/23 Medium-Term Financial Plan (including the Reserves Strategy), and the Statements of Accounts, can be found on the [Norfolk PCC website](#).

PERFORMANCE METRICS

In regards to police attendance, the aim is for 90% of emergencies to be attended within the Constabulary's target time. For urban areas, that target is 15 minutes and for rural areas it is 20 minutes (timings are calculated from the point of the call being received to an officer being in attendance). In the last 12 months (April 2018 to March 2019), 91.4% of emergencies in urban areas and 87.8% of rural emergencies were attended within the target time; this is down slightly compared to the long-term average, from 91.7% to 89.7% for all emergency calls received. The average time to attend emergencies has increased by over 30 seconds compared to five years ago for both urban and rural areas.

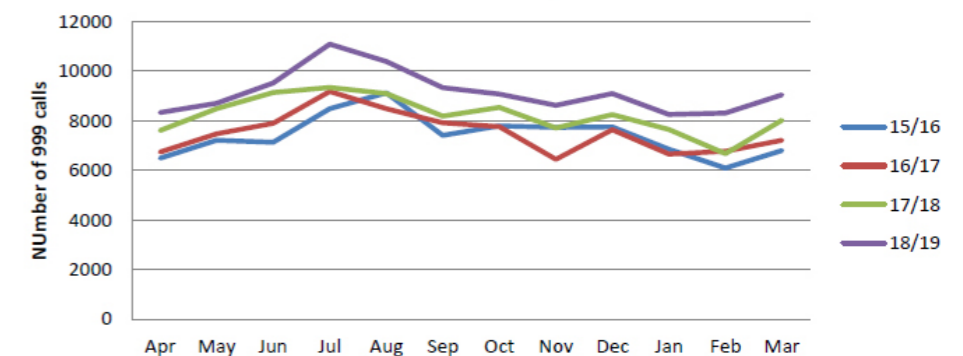
Emergency response times (hh:mm:ss)	2014/15	2015/16	2016/17	2017/18	2018/19
Urban areas	00:08:05	00:07:47	00:07:47	00:08:30	00:08:40
Rural areas	00:11:57	00:11:24	00:11:31	00:12:25	00:12:43

One contributory factor for the decrease in emergencies being attended within target compared to the long-term average is the increase in 999 calls being received; this has inevitably resulted in more emergencies for front line attendance. In fact, there were over 1,500 more emergency response (Grade A) calls in the 12-month period to the end of March compared to the long-term average. Due to the increased recruitment of new constables, there remains a temporary reduction in the percentage of officers that are response trained in front line roles. Work is continuing within the Constabulary's driver training team to address this matter.

Emergency response incidents are overseen by a trained dispatcher with additional management support where the incident requires it. All emergency attendance times are monitored live time and the dispatcher can always consider an alternative unit if difficulty in resourcing a response in good time is encountered. For example, this could mean utilising a specialist unit such as a roads policing resource.

In regards to answering emergency calls, the national target is to answer 90% of 999 calls within 10 seconds. In Norfolk, 91.1% of 999 calls in the financial year 2018/19 were answered within 10 seconds (this is slightly above the long-term average); with April 2018 being the only month that Norfolk Constabulary did not meet the 90% target. The average time to answer a 999 call in Norfolk for the financial year 2018/19 was five seconds; this is two seconds faster than 2017/18 and 2016/17 and six seconds faster than 2015/16. Norfolk Constabulary continues to perform strongly around the ability to answer 999 calls within ten seconds despite the marked increase in the volume of these calls being made. The increase is not isolated to Norfolk, but reflected nationally across all forces.

Number of 999 calls per month over the last four financial years



In June 2018, Norfolk Constabulary introduced a new telephony system for public calls to the 101 number whereby an automated attendant helps callers by quickly redirecting their call to specialist units, such as custody or traffic justice. Those remaining are then put through to the control room switchboard team who will speak with the caller and risk assess the reason for the call. Once risk assessed, each call is added to a specific queue.

Those call queues with the highest risk are prioritised to be answered first and include reports concerning public safety, domestic incidents and mental health. During busy periods, these high priority queues also have an automated system where calls can be upgraded to a new queue after a set time period.

An issue has been identified in the calculation of the 101 call times. Whilst there is data available to consider for operational decision-making purposes, there is a need to work through how the information is collected so it can be publicly reported accurately. The Constabulary is working closely with the suppliers, the Contact and Control Room team and performance analysts to resolve the matter.

To alleviate some of the waiting time issues for the public, Norfolk Constabulary has updated its website to facilitate better online reporting. This allows members of the public to provide information to the police on a variety of topics and report certain crime types directly without having to phone 101 and wait in a queue. The switchboard team will also highlight this opportunity to callers where they think it is appropriate and staff report there has been a level of take-up for this option. Further developments are planned for the website in due course.

The Constabulary's Contact and Control Room staffing levels are in line with the staffing profile for the room. A further small intake of new staff took place in March 2019 in anticipation of the increased summer demand period, whilst a small number of existing staff were trained as radio dispatchers.

Indicator	Last 12 months (Apr '18 - Mar '19)	Long-term average (3 years)	Difference
% of emergencies in target	89.7%	91.7%	-2.0%
% of 999s answered within 10 seconds	91.1%	88.5%	2.6%
Average time to answer 101 calls*	N/A	N/A	
% of public who agree police are doing a good job**	68.8%	N/A	

* Data is not currently available from Norfolk Constabulary.

** Data taken from the Crime Survey for England and Wales (year ending September 2018).

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 September 2018. Norfolk Constabulary scored 68.8% which is the second highest score nationally and the highest compared to its most similar forces.



POLICING

The PCC monitors the performance of Norfolk's police service through a number of mechanisms, ensuring that the Chief Constable is delivering effective and efficient policing and the priorities set within the county's [Police and Crime Plan](#).

The Constabulary has a series of key performance indicators set within the Police and Crime Plan, against which this report provides feedback. Those indicators also feature in the regular monitoring and scrutiny that the PCC undertakes of the work of the police, as outlined below.

One of the ways the PCC holds 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, the PCC asks 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.

The PCC also convenes a regular [Strategic Governance Board](#) at the Norfolk PCC office in Wymondham at which the Chief Constable provides detailed updates on the operations of our police force. An Estates Governance Board also meets to set out the Estates Strategy for the Constabulary and provides the PCC with progress reports. Although not held in public,

the actions from these meetings are published on the [Norfolk PCC website](#).

In addition to these formal, structured meetings, the PCC has regular one-to-one meetings with the Chief Constable to enable information to be shared and day-to-day activities to be discussed.

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). [The PEEL \(Police Effectiveness, Efficiency and Legitimacy\) report for 2018/19](#) rated Norfolk as being 'outstanding' in areas including meeting current demands and using resources, and planning for the future.

The Force was rated as 'good' in areas including preventing crime and tackling anti-social behaviour, protecting vulnerable people, tackling serious and organised crime, fair treatment of the public, ethical and lawful workforce behaviour and fair treatment of the workforce. The report did identify investigating crime as an area that required improvement and the PCC has committed to ensuring this is monitored via a combination of briefing reports through the Strategic Governance Board and Police Accountability Forum.

If you would like to read more about audits and inspections of Norfolk Constabulary, please visit the [Norfolk PCC website](#).

LOOKING AHEAD

Emergency services collaboration

Provisions 6 and 7 and Schedule 1 of the [Policing and Crime Act 2017](#) were enacted on 3 April 2017. These provisions enable PCCs 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.

In response to this new legislation, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) appointed consultant Grant Thornton, following a competitive tender process, to carry out an independent review and appraisal of the options which the legislation enables.

The full business case was presented to the PCC in July 2018. Having carefully considered all of the evidence provided to him in the full business case, [the PCC took the decision to proceed to public consultation](#).

The PCC engaged with the public across the county at 41 separate events held in locations such as high streets, supermarkets and meetings of community groups. The PCC covered all seven districts in Norfolk: Breckland, Broadland, Great Yarmouth, King's Lynn and West Norfolk, North Norfolk, Norwich and South Norfolk.

The open public engagement sessions occurred in a variety of places and often involved the PCC walking through busy town centres or having a pop-up stand at supermarkets. The chosen sites were countywide and designed to attract a high number of participants. Repeat engagement events were held in the city of Norwich or in larger towns, such as King's Lynn and Great Yarmouth, to ensure that there was sufficient opportunity for members of the public to have their say. The PCC spoke to members of the public about the proposal to change the governance model of the fire and rescue service, providing answers to any questions they asked. Whilst out on these engagements the PCC listened to any feedback, comments or concerns the public may have had.

Visits to fire stations were requested by the PCC, to enable fire service personnel to provide any feedback

and ask any questions regarding the proposal. The PCC, along with the Chief Executive, Chief Finance Officer and staff from the OPCCN, visited stations in Great Yarmouth, King's Lynn and Norwich, as well as Whitegates where the fire service control room is located. Copies of the paper survey, business case, summary of the business case and links to the online survey were left at each location. As fire service staff were a key stakeholder in the consultation, the PCC felt these visits were vital to listen to feedback on the business case.

Over the last year, the PCC's public profile has been raised significantly. Most of the year was spent engaging with the residents of Norfolk. Through promotion of the fire consultation and the successful public question and answer sessions, the PCC made television appearances and has had a number of interviews with the media. Raising the profile of the PCC has allowed for residents of Norfolk to have a greater say in how their communities are policed.

The PCC issued [a press release](#) in November 2018 to advise that he would not be submitting a business case to the Secretary of State for a change of fire service governance at this time.

In December 2018, the PCC announced that a Memorandum of Understanding had been signed by himself and the leader of Norfolk County Council so that a framework for emergency services

collaboration could be put in place on a formalised footing and the fire governance business case could be used as a blueprint for change. In addition to the ongoing collaboration work between police and fire in the county, the PCC has now also been granted a seat on the Norfolk Fire and Rescue Authority.

Police integrity reform

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 appellant body is currently the Chief Constable but in 2020 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 towards these changes, you will be able to find out more through the [Norfolk PCC website](#).

Government commitment to fund an increase in police numbers

[The PCC welcomed the Prime Minister's announcement to recruit 20,000 new police officers across the country](#) and acknowledged that we have a new Government committed to pursuing a robust law and order agenda.

Since becoming Norfolk's PCC, Lorne has worked closely with Norfolk Constabulary to deliver a first-class policing service which meets the complex demands of the 21st century.

Part of his commitment has focused on visible policing - a priority that he understands to be very important to local communities and recognises is not just about being safe but also feeling safe. Changes to the policing model mean we now have more fully-warranted officers in Norfolk than when the PCC took up office in 2016.

The fact remains, however, that there are fewer police in uniform today than a decade ago, and yet the volume and complexity of demand has grown enormously.





APPENDIX A

EQUALITY UPDATE REPORT

In Norfolk's Police and Crime Plan, the PCC has set equality objectives, upon which he pledged to report progress on an annual basis.

Over the past year, the PCC and OPCCN have made significant progress against those objectives. This report sets out how all six objectives have been achieved in 2018/19.

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 the work of your PCC. By having your say on key issues, such as what Norfolk's policing priorities should be or how much you pay for policing through council tax, you ensure community views influence the decisions the PCC makes.

Keep an eye on the [Norfolk PCC website](#) 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.

Members of the public are also invited to come along to one of the PCC's regular [Police Accountability Forum](#) meetings with the Chief Constable to find out more about policing in the county.

There are also public question and answer sessions taking place around Norfolk throughout the year, at which you can put your policing and crime questions, suggestions and concerns directly to the PCC and Chief Constable. Details of these events can be found on the [Norfolk PCC website](#).

Norfolk PCC website: www.norfolk-pcc.gov.uk

Telephone: 01953 424455

Email: opccn@norfolk.pnn.police.uk

Postal address: OPCCN, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW.

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.

- As Police and Crime Commissioner (PCC), Lorne has continued his extensive engagement plan with the people of Norfolk. Over the past twelve months, the PCC has engaged and consulted with the general public of Norfolk on policing and fire governance in several different settings. Public Question and Answer sessions have been held with Norfolk Constabulary, which enable residents to ask questions about policing and tell the police how they are doing in the local area.
- The PCC regularly undertakes less formal engagement events with the general public during which he speaks to local residents in their communities about the issues that matter to them. Whether this is in the local supermarket or on Norwich Market, the PCC makes sure he is visible and accessible, so that the public can hold him to account, and the police to account through him.
- The PCC undertook targeted engagement with organisations representing different protected characteristic groups, and attended events supporting these groups. These engagements included the LGBT+ community, elderly people, disabled groups, and different religious and ethnic minority groups. The feedback gathered from these events and engagements feed into the PCC's role to hold the Chief Constable to account on delivering an effective police force for the people of Norfolk.
- Through the OPCCN, the PCC is able to increase engagement with diverse communities, to ensure that their views are taken into account in delivering a policing service for Norfolk. The Independent Advisory Group (see Appendix B), which the OPCCN manages, helps with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk. In addition, the Norfolk Youth Commission (see Appendix C) allows young people to get involved and have their say about policing and crime where they live.

Objective 2:

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

- All OPCCN staff are regularly reminded of their equality duty, ensuring that staff always work to eliminate unlawful discrimination, advance equality of opportunity and foster good relations between groups with and without protected characteristics.
- All grant agreements and contracts which the OPCCN enters into require the recipient organisation to be compliant with all anti-discrimination legislation, ensuring commitment to equality from the providers the PCC and OPCCN work with.

Objective 3:

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

- The OPCCN provides several victim services through a devolved Ministry of Justice fund. This funding is used to commission the [Norfolk and Suffolk Victim Care](#) service, Independent Domestic Violence Advisors (IDVA), counselling services for victims of sexual violence, support for vulnerable victims of fraud, a restorative justice service, and generic domestic abuse services. Many of the victims that access these services are vulnerable, and services are designed to accommodate this.
- At the end of the financial year, the OPCCN began the process of developing contract tenders for three ambitious services – the recommissioning of Norfolk and Suffolk Victim Care, a domestic abuse service (including IDVA support), and support for survivors of sexual violence, all of which will begin operation in early 2020. All the tenders, and all OPCCN grants, require services to be accessible to everyone who needs them regardless of personal characteristics.
- The PCC's Hidden Victims Fund welcomed bids to support victims who are 'hidden' from plain sight, with funding available totalling £450,000. This fund was awarded to two excellent bids; one supporting victims of modern slavery, the other aiming to prevent young people from becoming exploited by gangs in Norfolk.
- The OPCCN was able to secure a further £700,000 from the [Early Intervention Youth Fund](#) spread over two years to help prevent youth offending. Several of the interventions provided through this fund are already operational, providing support to vulnerable young people locally. This is in addition to the crime and disorder reduction grant which the OPCCN distributes locally. This has been used to fund the Community Chaplaincy service, which supports people coming out of prison to access the services they need to lead a crime-free life. The OPCCN also uses this funding to part fund the [WONDER](#) (Women Offenders of Norfolk Diversion, Engagement and Rehabilitation) project. WONDER supports female offenders, or women at risk of offending, to reduce their vulnerability and prevent potential future offending.

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 2018/19, 20 custody visitors undertook 180 visits with 515 detainees. This is 84% of those available to be visited. 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.

The PCC, OPCCN and the general public all play a role in scrutinising Norfolk Constabulary's compliance with the Public Sector Equality Duty and its diversity performance.

This is achieved through:

- **The Police Accountability Forum** – A public-facing meeting where the PCC holds the Chief Constable to account for implementing Norfolk's Police and Crime Plan, including its role in achieving equality objectives.
- **The Strategic Governance Board** – An internal board where the PCC scrutinises the Chief Constable. This meeting features regular agenda items on police performance relating to equality and diversity.
- **Stop and Search Scrutiny Panel** – Through this panel the public has an opportunity to scrutinise the police over their use of Stop and Search powers, however it did not meet in 2018/19. Norfolk Constabulary has made multiple attempts to reinstate the panel, however the attempts to engage young people and community groups locally have thus far been unsuccessful. In the financial year 2019/20, Norfolk Constabulary will explore different options in order to reinstate the panel.
- **Hate Crime Scrutiny Panel** – In 2018/19, Norfolk Constabulary identified that it was not having its hate crime data scrutinised by external agencies. Therefore, it has made plans that will see hate crime statistics and the response to hate crime scrutinised locally through the Hate Crime Scrutiny Panel.
- **Public Question and Answer Sessions** – The OPCCN developed a new method of engaging with Norfolk's different community groups through public Question and Answer Session. These events provide members of the public with the opportunity to ask questions of senior police officers and the PCC regarding all aspects of policing.

Objective 6:

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

- Since taking office, the PCC has ensured that he and the OPCCN are accessible to the public and partners through a variety of means, as outlined in this update under the other objectives.
- The OPCCN publishes equality information on the [Norfolk PCC website](#). At the end of 2018/19, seven members of the team were male and thirteen were female, with two from either an ethnic minority background or having a disability (as defined in Section 6 of the Equality Act 2010).

APPENDIX B

INDEPENDENT ADVISORY GROUP UPDATE

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

The group has a key role in helping to increase the public's trust and confidence in the police, particularly amongst minority communities. It helps with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk with particular emphasis on hate crime, critical/major incidents, policies and procedures, and Stop and Search.

The IAG has continued to be chaired by Brian Walker, and Sam Chater-England continues in her role as deputy chair. The group has grown from nine members to twelve in the last year, with a successful response to a recruitment campaign held during the summer months of 2018.

The group continues to be supported by the OPCCN, with the engagement officer acting as a conduit between the IAG, OPCCN and the police. The IAG has continued to benefit from an excellent relationship with Norfolk Constabulary; this relationship has allowed for communities to have a greater say in their policing service. IAG members continue to work with district commanders, beat managers and engagement officers, allowing officers in these districts to have direct access to IAG members and gain important feedback. IAG members continue to sit on community panels in these districts and attend several community meetings. The members then feed back to the wider IAG group on the advice that has been sought and the activities they may have been involved in.

IAG members' advice has been sought on a variety of policing activities and community tension concerns. Recently members have provided independent advice on a murder enquiry, a case of antisemitism and ways for the police to effectively communicate with those members who are known as harder to reach.

When the PCC held a public consultation for the 'Case for Change' on the governance of the fire service, an IAG member sat on an independent panel tasked to examine all the comments that had been received during the eight-week consultation period. This analysis allowed for the identification of the key themes which emerged from the comments received to be recorded.

Alongside sitting on this independent panel, members continue to sit on promotional boards for police officers, ensuring transparency is maintained within staff promotion across the Constabulary. The deputy chair of IAG continues to be the Chair on the Norfolk Constabulary Ethics Committee and is joined by another member of IAG on this group. More recently, an IAG member now sits on a 'Prevent' Community Engagement Working Group.

A key role of the group is to provide the police with independent advice on developing plans, policies and procedures which help shape the way Norfolk is policed. On a regular basis, outside of the meeting structure, members are consulted on new and revised policies and procedures as part of the police Equality Impact Assessment process.

Moving forward into 2019/20, the IAG members will also serve as members for the Stop and Search Scrutiny Panel for Norfolk Police, aside from their usual role of IAG members. The experience of being independent advisors to the constabulary will allow for members to use these skills to help with the scrutiny of Norfolk's Stop and Search figures, ensuring transparency.

APPENDIX C

YOUTH COMMISSION UPDATE

The PCC's Youth Commission allows young people to get involved and have their say about policing and crime where they live. Set up in 2017, the Youth Commission is a diverse group of young people, aged between 14 and 25, from all over the Norfolk policing area.

The Commission has been established to enable young people to voice their opinions and be heard. By sharing their views and experiences of crime, policing and the criminal justice system, the Commission seeks to ensure local decision-makers not only understand young people's needs but are also working to meet them.

Since the release of the 'Big Conversation' report in April 2018, the Youth Commission has developed and grown from strength to strength. The Commission is strongly supported, with a total of 42 active members. Over the last year, several new members have joined the Commission. The young people have been involved in a variety of activities and training sessions alongside working with many youth organisations across Norfolk.

To date, the Norfolk PCC Youth Commission members have benefited from mental health first aid training, dementia training, scam awareness training and subsequently becoming ambassadors for the scam prevention team for Norfolk County Council and Norfolk Police. More recently, Commission members have participated in a 'Make Our Rights Reality' training session gaining knowledge on young people's rights and the criminal justice system.

Youth commissioners have been sitting on a variety of boards and panels across Norfolk, promoting the PCC policing and crime priorities and developing working relationships with other young people. By working with these boards and panels, the Youth Commission provides a channel for other young people in Norfolk to have more say regarding policing in their communities. Some of the boards and panels that the commissioners have been involved with involve working with Norfolk's Youth Advisory Boards (YAB), discussing policing and crime issues in each district and planning combined projects to address them. The YABs that they have been working with include Broadland, Great Yarmouth and South Norfolk. Alongside this, the young people have been working with community policing teams to develop workshops to help develop a young people's Stop and Search Scrutiny Panel.

One of the main aims of the Norfolk PCC Youth Commission is to act as a conduit between the youth community of Norfolk and the Constabulary. Over the last year, the commissioners have been working with local community youth groups, such as the Discover Centre in King's Lynn to discuss relationships with the police locally, and the policing and crime problems affecting them.

To give them an identity, the youth commissioners designed a logo and a variety of other promotional materials, including banners, leaflets and posters. Work is ongoing in developing a social media page to continue to promote the campaigns and projects that the Norfolk PCC Youth Commission is undertaking.

The youth commissioners support the work of the PCC and the OPCCN by attending events such as the district question and answer engagement events hosted by the PCC. Through attending these community meetings, the young people can promote the work of the PCC Youth Commission and develop relationships with local councillors and local policing teams.

The Norfolk PCC Youth Commission continues to be a communication and engagement tool to maintain a positive relationship between young people in Norfolk, the PCC and Norfolk police.

APPENDIX D

INDEPENDENT CUSTODY VISITING UPDATE

Independent Custody Visiting provides a valuable safeguard for detainees, constabularies and for PCCs. It enables an independent check to be carried out by volunteers from the local community on the way police officers and staff carry out their duties with regard to detained persons.

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

- There is a robust and effective 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 Administrator 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

As part of a well embedded collaboration agreement (under section 22 of the [Police Act 1996](#)), Norfolk and Suffolk constabularies have a clear governance structure for the delivery of custody. These joint arrangements provide clear accountability for safe custody, with services integrated across six police investigation centres (PICs) covering the two force areas.

Norfolk has four PICs where detained persons are held, located in Aylsham, Great Yarmouth, King's Lynn and Wymondham. They are purpose-built facilities that were funded under the PFI scheme. Opened in 2011, and with a detainee capacity of 92, they are now well established and recognised as being some of the best facilities in the country.

The King's Lynn PIC also serves parts of the Cambridgeshire Constabulary area with detainees from Cambridgeshire often being held there. It is also frequently used by the UK Immigration Service.

As of 31 March 2019, there were 18 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 has a co-ordinator who is responsible for creating a rota of visits. This ensures that only the ICVs know when a visit will take place, so enabling the scheme to remain independent and credible.

Each panel group meets with the ICV Scheme Administrator three times per year and the panel co-ordinators meet them a further twice per year. These visits are also attended by PIC police managers to allow direct reporting of issues identified by the ICVs.

ICV numbers in Norfolk showed a notable decline during 2017/8 due to a number of factors such as ill health and change in personal and work circumstances. However a successful recruiting campaign at the end of 2018 was held, allowing 8 new ICVs to join the Norfolk scheme. Their training will continue through April 2019, with the new effective establishment of 26 ICVs anticipated in May/June.

* There are a number of reasons why detained persons are not visited.

Breakdown of ICV visits 2018/19

Police investigation centre (PIC) visited	No. of visits undertaken	No. of detained persons held	No. of detained persons available to visit	No. of detained persons visited	% detainees visited (of those available)	No. of detained persons not visited*
Aylsham	50	138	100	91	91%	45
Great Yarmouth	46	309	176	154	88%	151
King's Lynn	39	288	134	118	88%	138
Wymondham	45	436	223	152	68%	217
Overall total	180	1171	633	515	84%	551

For example, they could be in interview, asleep, or receiving healthcare or legal advice. Additionally the police may advise against seeing violent or vulnerable individuals or there may simply not be enough time to see all detainees during the visit.

Issues reported from Custody Visits

ICVs continue to make comprehensive notes following their visits. Minor areas of concern are reported back at the time of the visit, whilst reoccurring issues are raised with the Chief Inspector for Custody.

ICVs and the Scheme Administrator maintain an excellent, professional working relationship with the Constabulary ensuring there is always a positive response to any issues raised.

It must not be overlooked that ICVs can make a real difference to a detainee's time in custody. Even small interventions can mean a great deal to somebody who is vulnerable or suffering from mental health issues. Simple things like getting an extra blanket or facilitating a message being passed to a family member can help alleviate anxiety leading to a more positive and safe custody experience.

Collaborative Working

Solid working relationships are maintained with the Office of 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 continues to work alongside regional colleagues from the East of England (Bedfordshire, Cambridgeshire, Essex and Hertfordshire). The Scheme Administrators from these areas meet on a quarterly basis to share experience and best practice. The region is currently represented at a National level by Bedfordshire with the Independent Custody Visitors Association (ICVA).

Accreditation

ICVA have this year run a formal accreditation process known as the Quality Assurance Framework. Whilst there are extended levels of achievement, Norfolk, along with many others schemes have completed the mandatory level - 'Code Compliance'. This looks at 27 areas of business and Norfolk has comfortably managed to achieve this.

HMICFRS Report

In May 2018, the joint custody facility was subject to an unannounced inspection. This was an overwhelmingly positive inspection however, unlike the 2012 report, there was much less reference to the good work carried out by the ICVs.

[The report](#) however has been circulated to all ICVs and, since doing so, areas of concern such as Detention Reviews are being focussed upon to assist the Constabulary in meeting their subsequent action plan.

Training & Other Activities

A very successful training event was held in December 2018 for ICVs. Several topics were covered including Mental Health in Custody, the Concordat on Children in Custody and the Use of Force in custody.

As well as carrying out their normal visiting duties, ICVs remain active in other areas. One is regularly presenting a session on custody visiting to the constabularies' custody sergeant and detention officer courses, thus ensuring all newly trained staff are aware of what Independent Custody Visiting is and how it works across Norfolk and Suffolk.

There are six Norfolk and Suffolk ICVs sitting on an independent review panel arranged by the police to review the records of detainees subject to strip searches by the police.

In December 2018, [the PCC presented a gift and certificate to Rick Parry from Aylsham](#) who has given 20 years' service as an ICV.

Custody Visiting continues to be essential in providing independent scrutiny of the treatment of detained persons and the conditions in which they are held. The Norfolk scheme is held in high regard nationally and continues to deliver excellent results.

If anyone wishes to know more about the scheme or is interested in becoming an Independent Custody Visitor then please contact the Independent Custody Visiting Scheme Administrator.

OPCCN, Jubilee House, Falconers Chase, Wymondham NR18 0WW

Telephone: 01953 423851

Email: opccn@norfolk.pnn.police.uk

For more information on the role of ICVs, please visit the Norfolk PCC website - www.norfolk-pcc.gov.uk

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.



POLICE & CRIME
COMMISSIONER

NORFOLK

www.norfolk-pcc.gov.uk