



ANNUAL REPORT

2019/20



POLICE & CRIME
COMMISSIONER

NORFOLK

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**NORFOLK
POLICE & FIRE
HEADQUARTERS**



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INTRODUCTION

PCC LORNE GREEN

I am pleased to introduce my fourth annual report, providing me with the opportunity to reflect on the 12 months to 31 March 2020.

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

I have long been impressed, and moved, by the Rotary International motto "Service Above Self".

I have tried, as best I can, to conduct myself in accordance with this motto. I offered myself as your PCC so I could render service to the men, women and children of Norfolk. I didn't seek the job out of political ambition - at my age I wasn't seeking to climb a political ladder. I was, however, motivated by ambition; ambition to keep our county safe, supported by an effective, efficient police force. I wanted to do all in my power to protect the vulnerable and help victims who are our brothers and sisters, and to be a good steward of the taxpayers' money which underpins it all. I have sought to provide service above self.

It is said that a man's reach should exceed his grasp, or what is a heaven for? I could not hope to give form to my ambition without two essential ingredients, both of which I have enjoyed in abundance. The first is what undoubtedly is one of the best police forces in the country. Norfolk is so well served by the women and men of the Norfolk Constabulary - officers and staff who show remarkable dedication, professionalism

and sensitivity. Every police officer is someone's son or daughter, husband, wife or partner, friend or neighbour. They are just like us, with one truly exceptional quality - they are prepared to put themselves daily in harm's way to keep you and me safe.

And the second ingredient is a team of the most wonderful public servants in the Office of the Police and Crime Commissioner for Norfolk (OPCCN). In nearly five decades of public service, I have never encountered a team of men and women who so consistently demonstrate service above self. All of us in this wonderful Norfolk community can be proud of these dedicated, professional and good-humoured servants of the public. I only wish it were in my gift to get them the greater recognition they deserve.

In this annual report, you will read of acts of great heroism, selflessness, devotion to making life better for the victims and the vulnerable who are our neighbours, and a steely determination to keep our great county safe from wrong-doing. You will read of countless instances of service above self, and find out about some of the key achievements and challenges I have experienced as your PCC.

I am pleased that my office, along with a number of others across the country, for the fifth year running, received the CoPaCC 2020 Quality Mark for openness and transparency. Providing accessible information to the public is an important priority for me and my staff.

From April 2019, I have continued my series of tours across the county, accompanied by the Chief Constable, to hear first hand from members of the public about what community safety and policing concerns they have in their local area. These events are an important engagement tool and I will continue my engagement over the coming months through virtual settings undaunted by the current COVID-19 pandemic restrictions.

When I first took up my role as your PCC in 2016, I undertook wide public consultation to identify what the key priorities were for policing in our county. These priorities were identified as:

- increasing visible policing
- supporting rural communities
- improving road safety
- preventing offending
- supporting victims and reducing vulnerability
- delivering a modern and innovative service
- ensuring good stewardship of taxpayers' money.

This report provides an overview of what has been achieved in those areas during the last financial year.

In 2019, visible policing has been increased through the Government's Operation Uplift - a national programme to increase the number of police officers across the country by 20,000.

In Norfolk, rural communities have benefited from the development of the Community Safety Neighbourhood Policing Team which has increased its capacity and capability to conduct high visibility patrols in rural hotspots. The Rural Crime Team has also been involved in a number of planned operations, working closely with other agencies to prevent crimes such as heritage crime and lead theft.

As for road safety, my #IMPACT campaign has continued to be rolled out across the county and the team has engaged with 1,700 young and future drivers to raise awareness of driving safety and help reduce the risk-taking behaviour that can cause road accidents.

Supporting victims is one of my priority areas of work and, during 2019, over 14,000 victims of crime were offered help to cope and recover by the Norfolk and Suffolk Victim Care service I commission.

As part of my ongoing commitment to preventing offending, the Women Offenders of Norfolk Diversion, Engagement and Rehabilitation (WONDER) programme has supported 148 women vulnerable to offending by addressing the root causes of their behaviour and diverting them from the criminal justice system.

I made a commitment to ensuring the Constabulary had access to 21st century tools to prevent and combat 21st century crimes. This report highlights the early success of the new Police Digital Investigators role which has been created from the Norfolk 2020 policing model. With ever-increasing demands and the changing face of crime, this is a real step forward in the fight against crime.

Finances are getting tighter as demand increases, making efficient use of resources and good stewardship of budgets critically important. You can find out more about how the money is being spent in this annual report.

New legislation has increased my statutory duties as your PCC, making me responsible for the handling of police complaint reviews. This change came into effect in February 2020 and detailed performance information will be covered in next year's annual report.

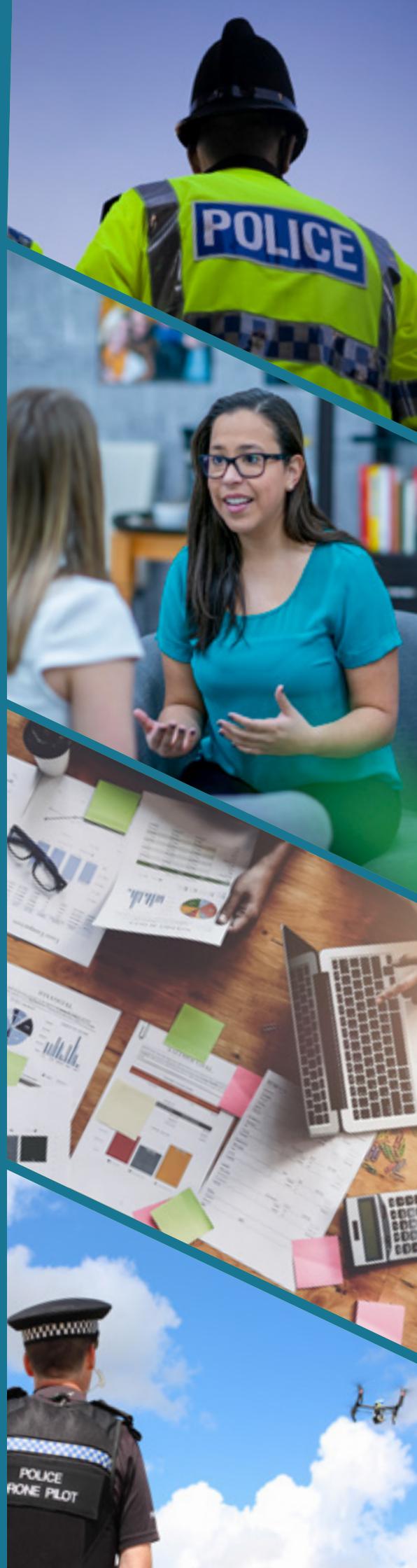
In the past financial year, my office has invested in the Norfolk Community Safety Partnership (NCSP), which my Chief Executive currently chairs. The work of the NCSP is vital in tackling crime and disorder in the county, ensuring the county remains a safe place for people to live, work and visit.

Collaboration between emergency services has improved over the past financial year and I am pleased with the progress that is being made in closer working between the Norfolk Constabulary and the Norfolk Fire and Rescue Service. The first annual report on this collaboration was published in early 2020.

As your PCC, I remain committed to keeping Norfolk a safe place to live, work and visit and I will continue to work tirelessly to make sure that Norfolk Constabulary receives a fair share of additional resources from the Government in order to achieve this.

Lorne Green

Police and Crime Commissioner for Norfolk



TRANSPARENCY

I am delighted to say that earlier this year, for the fifth year running, the Office of the Police and Crime Commissioner for Norfolk (OPCCN) received a prestigious national award for openness and transparency.

The OPCCN is one of 28 PCC offices to have been 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 that the OPCCN meets its statutory requirements in making information available to the public. This is to the great credit of our outstanding team of public servants.

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 - www.norfolk-pcc.gov.uk



ENGAGEMENT

I have continued my rounds of the county with the Chief Constable to allow the public to ask questions of both the Constabulary and me. Question and answer sessions have been held in each of the seven policing districts, providing the district police commanders with an opportunity to deliver a local policing update. I think these sessions have been a highly successful engagement tool, allowing the public to provide feedback directly to the Chief Constable and me.

To accompany these engagement sessions, I like to spend the day around the town or area hosting the question and answer session, to visit local businesses, community groups and speak to residents to gain their views on policing and crime prevention. I am normally accompanied by the local police engagement officer or beat manager. This gives the public who may not be able to attend the evening session, the chance to register any concerns with the local policing team.

Direct engagement with residents is vitally important to me to gain feedback on how the public feels the police can best serve their communities. Feedback from these visits enables me to hold the Chief Constable to account and to understand how the priorities set in the Police and Crime Plan are serving the residents of our county.

It is an absolute priority for me that every woman, man and child in our county should have the opportunity to influence local policing where they live.



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 numbers of people in policing and increasing opportunities for the public to engage with the police and me as PCC.

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

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

The neighbourhood policing element of the policing model is now fully established providing dedicated Beat Manager posts and neighbourhood Sergeants.

All five Neighbourhood Policing Teams comprising of a Sergeant and five Police Constables who support local community issues and Beat Managers, are established. These teams have been instrumental in

providing a flexible, proactive capability to support districts in tackling local emerging crime trends, targeting known offenders and locations, whilst leading the Force's activity in tackling County Lines drug dealing and exploitation, managed through the County Lines Disruption Team.

The development of the Community Safety Neighbourhood Policing Team has increased the capacity and capability to conduct high-visibility patrols in hotspot areas. The team's specialisms in drones, rural policing, scrap metal, crime prevention, unauthorised encampments and problem-solving have enhanced the range and quality of prevention and enforcement activity. This work is supported by the Neighbourhood Policing Teams, and three dedicated Rural Beat Managers in North Norfolk, West Norfolk and South Norfolk have been introduced to work closely with the Operation Randall Rural Crime Team on a daily basis.

With the Chief Constable, we have held engagement events with the rural communities of Norfolk. These events are important opportunities for local farmers, stakeholders and the public in general to put forward questions regarding rural policing.

The Rural Crime Team across the county is involved in a number of planned operations throughout the year working alongside a number of partner agencies.

Working with partners such as RSPCA, weekly high visibility patrols in remote areas has been helping to prevent crimes such as stack fires, and visits to churches in more secluded areas has helped prevent heritage crime and lead theft.





In an effort to develop a more detailed understanding of the views of the local community on policing matters alongside the Constabulary, I have helped fund a 'perceptions survey'.

While complementing existing data, the survey looks to develop a more detailed understanding of the views of local communities on the policing they observe, as well as how safe they feel. The work will explore in detail the public's feelings and perceptions on a range of contributing factors, including:

- **Feelings of safety**
- **Police visibility and presence**
- **Perceptions of crime and ASB**
- **Police engagement with local communities**
- **Experiences of victims of crime**
- **Dynamic issues of particular relevance at any one time (for instance, the introduction of body worn cameras).**

The results will be incorporated into the County's Neighbourhood Policing Strategy to help guide and inform tactical work to maintain the positive outcomes and focus on areas for improvement.

A working group is currently developing an action plan based on the findings. The plan will include communication opportunities, both internally and externally, to help develop better ways of engaging with the public and influence how Engagement Officers will work. The work to date already highlights good news that can be shared publicly:

- **89% thought the police are doing an excellent / good job**
-

- **82% have confidence in their local police**
- **97% of people said they felt safe in their local area in daylight hours**
- **89% said they were confident they would receive good service if they reported a crime or incident.**
- **93% felt the police will treat them fairly and with respect.**

The County Lines team has shifted its focus to tackle higher level drug dealers and organised crime networks, to target cutting the supply of drugs and exploitation of vulnerable people recruited to sell the drugs.

A Norfolk dedicated team has worked in partnership with the Metropolitan Police to identify the main drug dealers targeting the county, arrest them and, where it has been possible, look to remand those who have been charged with offences to prevent them from passing on their distribution network to another person. This has helped ensure the drugs threat from this supply line is permanently closed with immediate effect. To date, 25 significant suppliers have been dealt with in this way.

The Constabulary ran Operation Hartfield - a large-scale operation targeting those dealing Class A drugs on the streets of Norfolk. It was a four-month targeted operation which resulted in 35 arrests. Prosecutions were sought in all cases and a number of the offenders have received custodial sentences.

PERFORMANCE METRICS

The precept, agreed in February 2020 following wide public consultation, enabled the constabulary to increase the number of police officers from 1,510 to 1,550.

Recruitment continues towards increasing overall police numbers in line with Government's uplift pledge.

Special Constables are volunteer police officers with full powers. Norfolk's Special Constabulary numbers saw some reductions during 2019/20. This was due to Special Constabulary officers choosing to become regular police officers and a pause in recruitment due to COVID-19.

To increase Special Constabulary numbers, a more localised recruitment and training programme was piloted. Despite the reduction in the total number of Special Constables, visibility has actually increased.

The Rural Team has developed a comprehensive tasking system for Specials to maximise geographical coverage and efficiency. This allows targeted visible policing to our rural communities while attending to specific taskings, such as crime prevention, local engagement, and church security surveys.

The effective strength of the uniform policing model continues to increase, and now sits at 89.4% which is the level expected, allowing for aspects such as long-term sickness, absences, maternity leave and officers in training. The consequence of more officers will result in a still greater presence of fully effective, deployable police officers.

The investment in additional police officers to the Beat Manager community role, funded largely by the removal of the Police Community Support Officer (PCSO) role, has helped maintain the public's confidence in policing.

Indicator	Last 12 months (Apr '19 - Mar '20)	Long-term average (3 years)	Difference
Actual strength: police officers	1,602	1,449	153
Actual strength: police staff	1,166	N/A	N/A
Actual strength: Special Constabulary	193	203	-10
Actual strength: police volunteers (data from May 2016)	138	127	11
Funded strength: police officers	1,548	1,444	104
Funded strength: police staff	1,170	1,037	133
% of police officer funded strength available for frontline duties*	89.4%	85.2%	4.2% points
% of people who agree they have confidence in the police (CSEW)**	77.1%	81.1%	-4% points
% of people who agree the police deal with community priorities (CSEW)**	54.9%	62.7%	-7.8% points

*Due to recording procedure, this data shows the % effective strength of the Force available for front line duties. Officers who are out of the classroom and attending incidents under tutorship are not counted within this figure. They are not recorded as effective until the point where they pass basic driving, however they are available for and undertaking front line duties. **Crime Survey England and Wales (CSEW) data for 12-month period ending March 2020.

SUPPORT RURAL COMMUNITIES

In serving a rural county, one of the Constabulary's core commitments is ensuring it maintains effective service to its rural communities.

Along with its physical presence, the Constabulary supports communities with an increased digital and online footprint across social media platforms. By means of a newsletter, it also provides monthly community updates to local parish councils on crime levels and any community-based policing issues.

Newsletter subscriber numbers increased from 1,583 in March 2016 to 2,432 in March 2020. The newsletter is also disseminated by a number of partner platforms including the National Farmers Union, the Country Land and Business Association, the Diocese of Norwich and Norfolk County Farmers.

The Constabulary continues to use a digital dashboard to bring together data from various police systems to provide an overview of crime and other indicators affecting rural communities. The results are used to direct and task a number of rural policing activities including specific rural preventative patrols targeting potentially vulnerable locations where we have identified a recent change in crime pattern.

One of the innovative ways it is increasing its visibility, especially in rural areas, is by utilising its drone fleet. As PCC, I made developing a drone capability a central priority when I assumed office, in line with my commitment to ensuring an effective and efficient police force. This capability offers significant cutting-edge support particularly in tackling rural crime in remote locations where searching or patrolling on the ground can be problematic.



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

I provided additional funding to enable a greater increase in the operational use of the drone fleet in terms of enhanced flight durability, capability and usability in adverse weather conditions. Drones can now offer non-intrusive large area coverage over all terrain including rural communities, coastline and forestry. The increased capability has led to some innovative deployments supporting proactive work and assisting the work of other specialised teams, such as firearms, to achieve significant results in terms of enforcement and safety.

Investment has been made in drone capability by placing drones in key strategic locations to allow further resilience from local officers when required. Drone deployment figures show a large increase in requests for live incidents, for example, missing persons, crimes in progress, information gathering and also for proactive crime prevention deployments. Drones have been instrumental in a large number of lifesaving deployments including locating a vulnerable missing person who was found unconscious on the beach. The drone team also utilises its capability to support local crime and disorder initiatives/operations; locate and recover stolen plant and machinery, heritage crimes, poaching and hare coursing, wildlife offences, crime prevention and Rave/UME (Unauthorised Music Event) prevention and disruption.

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

Community Safety Team officers have developed their own operational capacity working closely with the Special Constabulary to conduct high visibility patrols in rural hotspot areas. Partnership working is so important to tackling crime and its consequences.

The Community Rural Advisory Group (CRAG) is a joint group of organisations and stakeholders who work together to keep communities safe and deal with issues that affect the wellbeing of the community. Meetings draw together Trading Standards, district councils, National Farmers Union (NFU), County Landowners Association, the Diocese, Farm Watch and other key agencies. This allows crime prevention advice, best practice and information on emerging crime types to be effectively disseminated, as well as feedback from key groups as to rural crime concerns and national issues.

The Community Safety Team and Rural Beat Managers have delivered a number of presentations to local community groups such as the Young Farmers, NFU regional groups, ornithological groups as well as students at Easton College. They have seen better engagement with an increase in the size of the team and new technology helping them to deliver greater visibility and a more proactive policing footprint in remote areas.

With the ever-expanding digital world and connectivity now available even in the most remote areas of Norfolk, the Constabulary makes extensive use of social media platforms to engage with the community. The electronic Operation Randall newsletter comes out on a monthly basis and currently has 2,848 subscribers. The newsletter gives updates on current crime trends, stolen property, suspicious circumstances along with crime prevention advice and key reports from specialists. A newsletter to the western area, more specific to the local needs, has more than 250 subscribers.

A sample of the rural operations undertaken include:

- **Op Galileo** - Targeting the illegal act of hare coursing with teams out several times a month during the season - working with the rural crime teams of Suffolk, Lincolnshire and Cambridgeshire along with the Special Constabulary in a co-ordinated approach.
- **Op Cronos** - Targeting of heritage crime and the illegal metal detecting of artefacts and treasure. The rural crime team make use of hand-held

thermal cameras and night vision drones.

- **Op Traverse** - Working with the fisheries and environment agency officers to target illegal fishing, poaching and damage caused to endangered stocks of fish and wildlife. The Constabulary has worked in partnership with colleagues from Suffolk's own rural crime team to target poachers along the county border.
- **Targeted Patrols** in remote areas focusing in on rural-related issues such as hay stack fires and visiting churches in more secluded areas to prevent heritage crime and lead thefts.
- Significant developments have been made **targeting thefts of heating oil**. A checklist has been developed which identifies trends and highlights what makes tanks vulnerable. Norfolk currently holds the national portfolio for fuel thefts.
- Working closely with partners, the Constabulary has developed **Operation Dovecote**, a multiagency response to **metal theft offences**. Regular visits are carried out with partners at scrap metal dealer sites to ensure appropriate measures are in place to reduce incidents of illegal scrap selling. Working at both a local and national level, Norfolk has become a recognised leader in good practice. Increased information sharing and education between teams has led to increased awareness and action being taken to proactively stop offending.
- The Constabulary's response to **Unauthorised Encampments** has expanded in 2019/20. A dedicated Unauthorised Encampment officer has streamlined the process involved in managing encampments. The officer has formed some excellent partnership working practices and information sharing agreements have allowed for joint problem solving and engagement initiatives. **Op Stanwick** is an agreed county wide protocol that sets the required policing response to unauthorised encampments. This has assisted Norfolk Constabulary to work better with partners and the community in overseeing these incidents. In turn, this offers landowners affected by encampments increased confidence and reassurance. Cross border activities and cooperation have maximised usage of Automatic Number Plate Recognition (ANPR) software and other assets where appropriate to predict and prevent incursions.

Raise the Alarm

I launched the Raise the Alarm scheme to protect the lead roofs on our heritage buildings, and support one of the seven strategic aims within the Police and Crime Plan 2016-20.

Raise the Alarm has been a partnership approach to tackling crime and preserving these buildings that form part of Norfolk's heritage. The scheme is supported by the Diocese of Norwich (which covers all of Norfolk), the All Churches Trust (part of the Ecclesiastical Insurance Group), Norfolk Churches Trust, the Round Tower Churches Society and Diocese of Ely. I worked with the Bishop of Norwich and the Norfolk Community Foundation to set up a Raise the Alarm Fund to allow the public to donate to the scheme to protect these buildings.

To date, this has raised just over £20,000. This project is still running and will end in late 2020. It was hoped



that this would have been the summer of 2020 but, due to the COVID-19 pandemic, it has delayed the installation schedule.

At the end of the project, the identified churches (which have been RAG rated (Red, Amber, Green) based on their vulnerability, amount of lead on their roof/flashings etc.) will have had installation of an alarm system with cameras, with the reassurance that if an alarm is triggered there is a 24-hour monitoring service that can 'Raise the Alarm' directly with the police when necessary.



PERFORMANCE METRICS

The proportion of rural emergencies responded to within target time has fallen, corresponding to an overall increase in demand and an increase in the volume of immediate emergency response incidents. Across the county, there have been over 1,000 more emergency response (Grade A) calls in the current 12-month period compared to the long-term average.

The Constabulary has, over the last two years, seen an increase in officer recruitment to provide more front-line officers and also replace experienced officers who retire or leave the service. All 'new' officers are posted on to patrol teams who provide 24/7 emergency response capability. This growth in recruitment has seen a need for officers requiring response driver training (blue light response). The average time it takes from an officer being recruited,

becoming effective, then undertaking a driver training course, has increased so, although the overall number of officers on patrol has grown, there has been a subsequent reduction in the number of response trained officers. This is being addressed by increased capacity within the driver training department and a restructuring of how this training is delivered. There has also been a review of the initial 'basic' driving accreditation, so officers are available and authorised to drive police vehicles sooner.

Great Yarmouth has stayed relatively stable, responding to rural emergencies within target time. Broadland has experienced the largest fall in rural emergency response rate over the last 12 months. The opening of the Broadland Northway has created a new demand for policing across Broadland where previously there was none. This includes responding to incidents and road traffic collisions.

Indicator	Last 12 months (Apr '19 - Mar '20)	Long-term average (3 years)	Difference
Number of subscribers to Operation Randall newsletter	2,432	2,230	9.1%
Number of hours spent on rural policing by Special Constabulary*	3,072	2,389	28.6%
% of rural emergencies responded to within target time	87.2%	88.7%	-1.5% 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 '19 - Mar '20)	Long-term average (3 years)	Difference
King's Lynn & West Norfolk	% of rural emergencies responded to within target time	83.7%	85.3%	-1.6 % points
Breckland	% of rural emergencies responded to within target time	88.2%	90.1%	-1.9% points
North Norfolk	% of rural emergencies responded to within target time	87.4%	88.9%	-1.5% points
South Norfolk	% of rural emergencies responded to within target time	87.9%	88.4%	-0.5% points
Broadland	% of rural emergencies responded to within target time	86.0%	89.4%	-3.4% points
Great Yarmouth	% of rural emergencies responded to within target time	94.2%	94.0%	-0.1% points

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



IMPROVE ROAD SAFETY

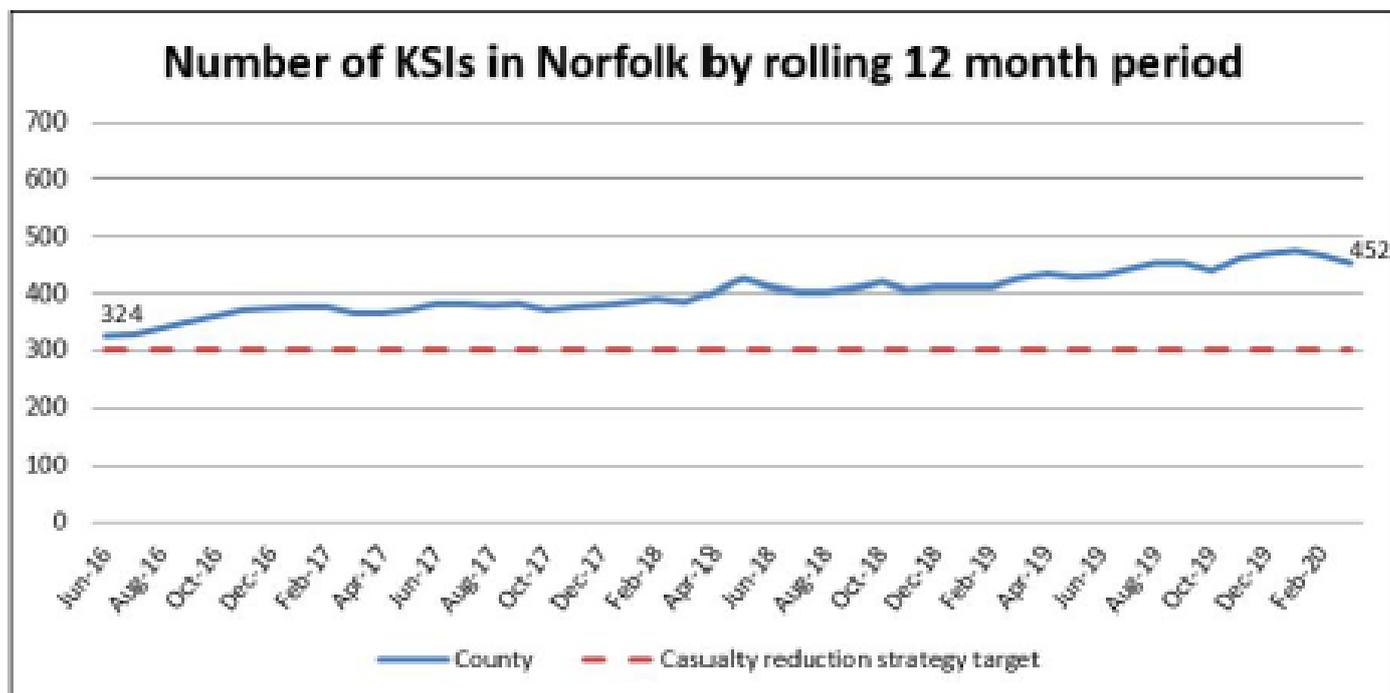
Nationally the number of Killed or Serious Injury (KSI) collisions has reduced since the 1970s, with substantial reductions between 2006 and 2010. However, since 2016, there has been a rise in KSIs and the increases in Norfolk are in line with the national trends. Traffic volumes on the road network are increasing which could account for the increase in this area, along with the adoption in 2016 of better recording of collision data using the Department of Transport CRASH (Collision Recording and Sharing) system.

Her Majesty's Inspectorate of Constabularies and Fire and Rescue Services (HMICFRS) has recently published a report following a review of roads policing in England and Wales. The recommendations and areas for improvement are fully acknowledged and recognised as supportive, by ensuring that roads policing benefits from national best practice.

Norfolk's Road Safety Partnership is the multi-agency group that works together to look to reduce the risk of injury on the county's road network. A strategic board with representatives from all partners (including the police and the Office of the Police and Crime Commissioner) oversees the long-standing objectives and agency contributions towards the targets. At this time, the Partnership is not achieving its goals.

- **Objective 1: To reduce the number of KSIs on our county's roads to 310 or less**
For the financial year 2019/20, there were 452 KSIs.
- **Objective 2: To reduce the number of motorcyclists killed or seriously injured on Norfolk roads to 74 or less**
For 2019/20, 101 motorcyclists were killed or seriously injured on Norfolk roads.
- **Objective 3: To reduce the number of children killed or seriously injured on Norfolk roads to 22 or less**
For 2019/20, the number of children (individuals aged between 0 and 16 years) killed on Norfolk roads was zero, with 46 children seriously injured.

The following chart highlights the number of KSIs in the rolling 12-month period since the year ending in June 2016. There is a slow but steady increase in the number of KSIs on Norfolk roads.



The annual report on road casualties in Great Britain 2017 from the Office of National Statistics indicates that car and taxi traffic in 2016 increased nationally by 4.8% compared to the 2010-2014 average. For the quarter July to September 2017, traffic increased by 7% against the 2010-2014 average. A number of major changes to traffic in Norfolk (through the Broadland Northway, for example) may also be a factor. The Department for Transport indicates that motor vehicle traffic in Norfolk has increased by more than 1,000 million miles since 1982. When the number of KSIs is compared to the distance travelled, Norfolk's KSI rate has remained stable since 2013.

Vulnerable road users include pedestrians, cyclists and power two-wheelers (such as motorbikes and mopeds). For the financial year 2019/20, just over 50% of KSIs involved vulnerable road users. Furthermore, a disproportionately high number of motorcycles are involved in KSI collisions. For the financial year 2019/20, almost 23% of KSIs recorded in Norfolk involved a motorcycle. The number of KSIs involving motorcycles for 2019/20 was higher than the road safety objective of 74. The Constabulary continues to work closely with partners to protect this vulnerable group. The Road Casualty Reduction Team is a partnership-funded team of police motorcyclists in Norfolk who focus on education and enforcement. Examples of their activities include the popular 'Safe Rider' workshops for motorcyclists and the 'Close Pass' initiative where drivers who pass too closely to a plain clothed/unmarked cyclist are shown footage of the incident and receive an input on the dangers.

Our Constabulary has the ability to receive digital video (Dashcam) footage from the public and seek to prosecute where the driving is below the required standard. The process has recently been reviewed resulting in a new IT solution aimed at streamlining the submission and assessment process. A Roads and Armed Policing Team (RAPT) police officer reviews the footage and decides on prosecution before being processed by the Joint Justice Unit. 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 Constabulary actively support the National Police Chiefs Council (NPCC) and TISPOL (European Traffic Police Network) campaigns that centre around the 'Fatal 4' offences (the four most common reasons associated with a death on the road: drink/drug driving, speeding, using a mobile phone, not wearing a seatbelt). The police lead on enforcement campaigns working closely with key partnership members. A Safer Roads monthly meeting considers responses to campaigns and operations. Local campaigns are initiated where specific issues are identified.

The Norfolk Safety Camera Partnership between Norfolk Constabulary and Norfolk County Council promotes the improvement of road safety in the county by working together to deliver driver education courses and enforce speeding offences. The Partnership has a network of 23 fixed speed camera sites and three average speed systems which is augmented by the deployment of mobile speed enforcement vans and community enforcement officers.

During the year, an additional average speed system was installed on the A149 between King's Lynn (Knight's Hill) and Dersingham going live in February 2020. This is in addition to an average speed scheme on the A17 between King's Lynn and Sutton Bridge and A149 between Potter Heigham and Stalham.

During the period 1 April 2019 to 31 March 2020, the following speed offences were recorded from fixed, average and mobile enforcement compared with the previous year. A reduction in those caught speeding by fixed and mobile sites is viewed as a positive indicator of their effectiveness:.

Offences reported	01/04/18 - 31/03/19	01/04/19 - 31/03/20	Percentage change
Fixed camera sites	32,246	25,686	-20.30%
Average speed cameras	1,970	1,727	-12.30%
Mobile vans	12,325	12,344	0.15%
Community enforcement officers	9,482	9,783	3.20%
Total Offences	56,023	49,540	-11.60%

Disposals	01/04/18 - 31/03/19	01/04/19 - 31/03/20	Percentage change
Courses attended and completed	30,949	23,147	-25.20%
Fixed penalty paid	16,439	14,227	-13.50%
Prosecuted	3,170	3,516	10.90%
Cancelled*	5,465	4,430	-18.90%
Not yet completed**	0	4,220	0

*An offence may be cancelled due to it being an emergency vehicle later found to be exempt, an automatic camera mis-read, a cloned or criminally altered vehicle index, occasions where despite best efforts the driver cannot be traced, admin errors such as no Notice of Intended Prosecution given for a relevant offence or sent outside time limits. **Offences detected towards the end of 2019/20 were still being processed, e.g. course offers to eligible drivers. On average 22% of drivers detected are not eligible for a course due to having had a course in the previous three years.

PERFORMANCE METRICS

Indicator	Last 12 months (Apr '19 - Mar '20)	Long-term average (3 years)	Difference
Number of KSI collisions	452	412	9.7%
Number of KSI collisions involving vulnerable road users	230	207	11.1%

#IMPACT

I launched the #IMPACT campaign in fulfilment of an election manifesto promise. I have continued to fund this campaign. It is aimed at reaching young people across Norfolk and educating them around the dangers of the 'Fatal 4', whether it is drink/drug driving, not wearing a seatbelt, using a mobile phone behind the wheel or excess speeding.

#IMPACT is delivered at educational establishments across the county; it brings together Blue Light services (police, fire and ambulance) who set up the scene of a road collision and 16 to 18-year olds are taken through the story of a young person who has survived a serious collision.

In 2019, the initiative celebrated its 50th event when it travelled to King Edward VII Academy in King's Lynn. This year also saw the #IMPACT campaign hold its first public demonstration, at the Forum in Norwich, which was attended by over 200 people. The #IMPACT campaign in 2019 engaged with 1,696 young and future drivers to raise awareness of the 'Fatal 4' and help reduce the risk-taking behaviour that can cause road accidents.



PREVENT OFFENDING

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

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

Norfolk's Reducing Offending Board works in partnership with User Voice, placing the voice of people in the criminal justice system and others on the margins of society at the heart of its work.

Clinks and other critical friends support local partners in the delivery of Norfolk's Reducing Offending Framework, therefore not only considering the role of the criminal justice sector but the wider role of other statutory, community, voluntary and private sector organisations in preventing and reducing offending behaviour, building upon the excellent work of the Probation Service.

Community Chaplaincy

Community Chaplaincy Norfolk (CCN) was introduced in the county in February 2017 to help those keen to make a fresh start by changing their attitudes and behaviour which previously led to criminality.

The first of its kind in Norfolk, I initially pledged more than £20,000 to allow the CCN to run for two years, before receiving a further £31,800 in February 2019.

The main aim of the scheme is to offer offenders the support and motivation they need to stop them reoffending once released from prison, and to lead a more fulfilling lifestyle within their local communities.

Since its introduction, the initiative has seen some 19 volunteer members trained to work with around 72 offenders in prisons including Norwich and Wayland to offer support and guidance for life beyond the prison gates.



The success of the Community Chaplaincy Norfolk scheme can be found in the words of some of its clients:

"The most helpful thing about working with my mentor is them supporting me through all of my issues, and I feel safe, because I am with a non-user, someone normal" – Male client, aged 27

"On my release from prison... I was met at the gate by Community Chaplaincy Norfolk. It was a cold morning and all I had on was a pair of trackies and a jumper and I was thinking to myself I was better off inside, but by the end of the day I had a full set of clothes and somewhere to live.

I am now drug-free and fighting my battle with addiction in a nicer environment and it's all with help from Community Chaplaincy. If it wasn't for them, I truly believe I would be back inside or have a raging drug habit" – Male client, aged 49

Positive Futures

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

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

'Protect' is a preventative project aimed at 11 to 13-year-olds who show signs of risk such as persistent absence from school, difficult personal relationships, a significant decline in school results or concerns about their emotional well-being. Young people take part in workshops across the 12-week programme within their school or, where appropriate, benefit from 1-to-1 support available from the Foundation's full-time Protect Officer. The project also offers support through access to residential experiences and intervention at The Nest – the Foundation's Community Hub – for those who may need help outside the classroom environment.

'Prepare' offers targeted intervention for pupils in Year 10 whose emotional resilience and self-esteem may have been affected by anxiety and stress at a crucial time in their lives. Similarly, it is delivered over 12 weeks in school with 1-to-1 support, and

through residential experiences, however workshops cover time-management and dealing with stress and anxiety, in order to give attendees the skills and support to cope in stressful periods.

As of 31 March 2020, over 150 young people were engaged in the programme. **The success of the scheme can be found in the words of some of the young people and school leaders:**

"Some of the workshops kind of hit home, especially drugs and alcohol."

"I've learnt to step out of my personal bubble, like doing things in front of other people that I thought I would never do, like reading, I'd have never done that before".

"In primary school and high school, we don't really learn a lot about drugs, we get told some of the main things, but here they go into a lot more detail."

"Attendance at the online sessions has been really encouraging. We sometimes have 20 students attending and hear that more watch the recording afterwards with their parents. This opens up essential discussions that young people can have in their secure environments.. The attendance at Positive Pathways sessions is more than we have in an academic lesson which shows that our students are extremely interested and engaged in the topics that are covered. We can tell this by the questions they ask".

Rescue Rehab

The Rescue Rehab scheme sees homeless dogs from a local re-homing facility, Meadowgreen Dog Rescue Centre, paired with suitable prisoners at HMP Norwich, who with assistance from a qualified trainer, work alongside the dogs to help boost their social skills.

The project is not, however, a one-way process, as many of the 89 prisoners who have been involved in training the dogs and receive certificates in areas of dog handling, training and socialisation, have seen an increase in their confidence, well-being, mental health and self-motivation.

"As a chaplain, I have regular contact with my prisoners, frequently those with particular challenges, and I am able to relate to those prisoners in a way which is very different from the way other prison staff operate. I have seen a profound transformation in the attitude and outlook of several prisoners who have attended this short course; prisoners who have a reputation for being "difficult" have been less so, prisoners who are usually withdrawn have been more outgoing, and prisoners with mental health issues have been found to be calmer and more settled.

My observations have been confirmed by those of the officers and other staff who have day-to-day contact with prisoners. This is not to say that it is a panacea: it is not. But it is a very useful tool in an all-too-sparse toolbox that has real, meaningful, and measurable results. The biggest, indeed the only, negative aspect of the service offered by Rescue Rehab is that it only works two mornings per week."

Father Paulinus Heggs,
Managing Chaplain, HMP Norwich



WONDER

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

Since its launch, WONDER has worked with 156 women, referred to the project through community policing, police custody, multi-agency early help hubs, health services, victim services and other help and support networks for vulnerable women. A number of women have also self-referred to the project, having heard about it through housing providers, job centres or foodbanks.

Women describe lives that had been largely derailed by domestic/ sexual abuse and having encountered the police because of reporting domestic abuse/ harassment. The factors that contribute to offending behaviour are complex and, as such, the WONDER scheme undertakes a comprehensive assessment of a woman and takes a holistic and coordinated approach to accessing and providing support as well as asking the women to identify their own needs/ priorities.

"From day one, my link worker has been my rock. She always listened and never judged me. Before I met her, I was a mess and giving up on life. Now, because of everything she has done for me, I have become the best person I can be and I can't thank her enough." - WONDER client.

Women report several benefits that they have derived from the WONDER scheme:

- More confidence in dealing with financial/administrative matters, and facing issues that need dealing with
- Beginning to address trauma, and reduced substance misuse
- Better able to keep appointments and better financial stability
- More confidence in getting out and about, better self and domestic care and renewed interest in hobbies, vocational pursuits (including an interest in voluntary work) and ultimately employment
- Reduced likelihood of reoffending across a range of offence types.

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

Gateway to Employment

The Education, Training and Employment pathway is regarded as one of the primary pathways to prevention of offending and rehabilitation and, therefore, a great deal of focus has been placed on this area by both partners and my office.

The Gateway to Employment (GtoE) initiative is an innovative partnership between my office and the Department of Works and Pensions (DWP), which is designed to:

- demonstrate the economic value to employers of employing prison leavers to fill skills and labour shortages
- work with employers to break down cultural and structural barriers to employing prison leavers
- offer GtoE jobs to demonstrate to job seekers with an offending history that they will not be stigmatised
- provide ongoing advice and support to employees and prison leavers to enable a sustainable employment contract and a productive employment relationship to be maintained
- reduce levels of re-offending through the positive benefits of work
- reduce dependency on state benefits.

The GtoE project is managed by a board, which I chair, made up of representatives from Norwich Prison, DWP, the Probation Service, Community Rehabilitation Community, local employers and people with lived experience.

GtoE has already been successful in securing job opportunities for people with an offending history and more details can be found at www.gtoe.co.uk.

Norfolk's Youth Offending Team (YOT)

The YOT is a partnership of local experts from policing, health, children's services and probation whose aim it is to prevent children and young people from offending, helping them to restore the damage caused by their actions and achieve their potential. My office provides annual funding of £114,000 to the YOT to fund activity to reduce the number of Norfolk youngsters entering the criminal justice system for the first-time, re-offending and receiving custodial sentences.

Norfolk's approach to tackling youth crime has delivered some real success in recent years as the number of Norfolk youngsters entering the criminal justice system for the first time reached an historic low last year. Over the last three years, there has also been a steady reduction in the number of young people receiving custodial sentences.



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 we obtain data with respect to certain crime types (such as child sexual abuse, hate crimes, online crimes and rural crimes) makes comparisons with historical data difficult. Since October 2015, Norfolk and Suffolk have used a system to record crimes called Athena. This allows officers and staff to add keywords (such as child sexual abuse, rural) to crimes to help categorise them for performance reporting, and we are now able to report on long-term averages for all crime types. In some instances, however, historical data are still not available for certain categories of crime due to the constant evolution of the National Crime Recording Standards.

Whilst personal property crime has seen a small increase in recorded numbers, it is the significant rise in crimes most frequently perpetrated against vulnerable victims where the Constabulary has most concern. The nature of child sexual abuse, serious sexual offences and domestic abuse crimes are such that victims are disproportionately likely to be vulnerable to further offences and to find it harder to recover from their experience of being a victim. This adds a layer of complexity to the investigation even when the suspect is known. The effect on the victims of these types of very personal crimes mean more time is spent building up their trust so they can have confidence in the police investigation, and repairing

the damage done by the offender whatever the criminal justice outcome. The work is discreet and not immediately visible to the public and rightly so, but those affected need that important investment in their support.

The number of recorded domestic abuse crimes has gone up by 29.7% in the last 12 months against the long-term average. It is now the case that very nearly a quarter of recorded crime in Norfolk is a consequence of domestic abuse. Some of this increase is a consequence of changes in recording practice but a proportion is a combination of a continued improvement in willingness to report and a genuine increase in prevalence. This is in line with national domestic abuse trends and the causal factors are similarly believed to be national. When the crime and incident numbers are combined, the overall demand caused by domestic abuse is increasing as is the local focus on those who cause it. It has long been the case that the arrest of high-risk offenders is a daily priority and recent changes to force policy have seen specialist oversight applied to all such cases at an early stage.

A great deal of work has been carried out by Norfolk Constabulary, the Office of the Police and Crime Commissioner and a range of partners over recent years in relation to safeguarding victims of domestic abuse. Whilst this work continues, further measures are being introduced to not only seek prosecutions for those who perpetrate domestic abuse but to also

seek to address the underlying behaviours of those who do so. One element of this work is the introduction of a pilot for a scheme known as Project CARA, which aims to introduce conditional cautions tied to compulsory workshop attendance to address domestic abuse offending behaviour in appropriate cases. During 2019/20, the preparation work in order to safely roll out the scheme has been developed. Whilst COVID-19 delayed roll out, the aim is to commence the pilot in October 2020. A further element is a piece of work that is currently underway to address those high-risk repeat domestic abuse offenders who simply move from partner to partner when measures are put in place to safeguard their victims. The methodology will be similar to the management of registered sex offenders and will use a range of measures to identify and disrupt their offending behaviour whilst also seeking to address the underlying reasons that lead them to repeat their pattern of offending.

Serious sexual offences include crimes of rape and other serious sexual offences, such as sexual assault. Norfolk has experienced a significant increase of reporting of 20.8% in these crime types, again following similar trends nationally, but this rise is likely to reflect better recording practices and greater willingness to report offences over the long-term as well as, potentially, greater prevalence overall. These figures include offences involving child-on-child offending, reporting of non-recent events and third-party reports. According to the Crime Survey of England and Wales, the number of police recorded crimes has not yet caught up with the survey results and it is likely that the increase seen will continue to rise. As previously mentioned, the Constabulary is changing its policing model to deal with this increasing area of crime. In the last 12 months, this has included the creation of additional supervisory posts to ensure that investigations into this form of criminality are carried out to the highest possible standard with early focus on the issues we know will be critical once cases come to court.

With regards to child sexual abuse, it is clear that, with increased reporting of both recent and non-recent offences and greater levels of peer-on-peer offending taking place online, there is an upward trend. This changing face of crime has been well documented within the Norfolk 2020 work and the Constabulary has allocated greater resources to maintain service levels in these expanding areas. The development of the new investigation model, as evidenced by the Investigations Hub planned at Swaffham, will ensure that the Constabulary will continue to meet these challenges as crimes become ever more complex in the future.

Norfolk Constabulary has a high performing Public Protection Unit (PPU), whose role it is to manage all of the registered sex offenders (RSOs) who reside in Norfolk. The work of the PPU is designed to manage the risk that RSOs present to the public and to prevent further offending. In the last year, the Constabulary has taken the innovative step of introducing a polygraph team into the PPU, consisting of three trained and accredited polygraph operators. Whilst polygraph cannot be used for evidential purposes, it is an extremely effective risk management tool. Its introduction to Norfolk has led to the discovery of several previous unknown offences and has uncovered an escalation in risky behaviour or thought patterns in a number of RSOs that has allowed for early intervention.

Better recording standards are believed to have influenced the 7.5% 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. The majority of these assaults are investigated by officers within the County Policing Command who, on average, have less service than those in the Criminal Investigation Department (CID). To support these officers, the Force has delivered a comprehensive training and improvement plan to give them the skills and knowledge they need to deliver effective investigations for the public.

Robbery has decreased by 2.9% from the long-term average. It is the case that overall numbers of offences are relatively small and we should be wary of over-interpretation, especially outside of Norwich. It is nevertheless true to say that a focus on street-based offending linked to county lines enforcement may be a factor in the marginal reduction seen in the city.



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.

Regarding Personal Property crimes, of note is that theft of motor vehicle has increased by 10.4% in the last 12 months compared to the long-term average. This should be seen in the context of a preceding long-term decline but 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. A joint operation across Norfolk and Suffolk in 2019 led to the identification of a specific organised crime group targeting a specific brand of van. Police enforcement against the crime group led to the arrest of offenders and the disruption of their criminal activity.

Rural crimes 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 Op Randall and Op Moonshot. King's Lynn & West Norfolk, Breckland and South Norfolk saw the highest number of rural crimes over the last 12 months.

Operation Moonshot continues to go from strength to strength with teams now active across the force area. Their use of intelligence-led targeting of vehicle-borne criminals has been reported before but was recognised in November 2019 with the granting of a World Class Policing Award at a ceremony in central London.

Operation Gravity has been a sustained effort since November 2016 to prevent County Lines drugs offending in Norfolk, although enforcement efforts have stretched far beyond the county boundaries to capture those exporting miseries to our county from London or other major cities. Many hundreds of warrants have been executed alongside an equivalent number of search operations on vehicles and suspected offenders on foot in urban areas. The Constabulary continually monitors intelligence on county lines groups as they emerge and

officers are tasked to disrupt them before offenders can gain a foothold in Norfolk. Most recently the Force has been praised nationally for its work with the Metropolitan Police Service to identify offenders who control dealer lines in Norfolk without themselves being involved in street-level dealing. Tackling this tier of criminals is vital to interrupting the exploitation of vulnerable individuals who are forced in to running drugs or harbouring dealers and the lessons learned through our work with the Metropolitan Police Service are being embedded locally as well as shared as national best practice.

First time entrants (FTE) into the Criminal Justice System is a measure that is expressed per 100,000 population of Norfolk's 10 to 17-year olds. The number of 10 to 17-year olds entering the criminal justice system continues to fall. This has reduced to 204 per 100,000 for the last 12 months from a three-year average of 303. There could be a number of reasons for this reduction. The use of safer schools officers can provide early intervention and resolutions to incidents which do not lead to criminalising children. In addition to this, there are a number of diversionary tactics that can be used by police and partners to provide justice which doesn't lead to an arrest or a formal process, including community resolution.

There is also a greater understanding that a number of children committing crimes have wider vulnerability issues which may be causing the criminality. 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.

However, from a comparative perspective, the latest Norfolk figure of 204 per 100,000 is higher than the eastern region (168) although slightly below the average for all England and Wales (219). There remains further work to do to reduce the FTE figure further.



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 'C4C' Challenge for Change triage system in June 2015 by the Youth Offending Team (YOT) working with the Constabulary targeted the diversion of first-time entrants and has been a key point in securing a reduction in 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. It is a prevention strand from the YOT which delivers short interventions to divert young people from cautions or court appearances, is an enhanced benefit provided by the Norfolk YOT throughout the county and follows good practice examples promoted by the Youth Justice Board. 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.

A supplementary pilot scheme has also been introduced in the Norwich District with the establishment of a diversion panel involving a YOT manager and a police officer reviewing relevant cases, for example where a youth caution is being considered, to assess whether a diversion option is likely to be more effective or whether a youth caution/ conditional caution or court appearance are necessary and appropriate. The emphasis of the diversionary approach is to ensure that young people are not unnecessarily criminalised and to prevent future offending.

Indicator	Last 12 months (Apr '19 - Mar '20)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	1,645	1,516	8.5%
Number of personal property crimes	12,664	12,331	2.7%
Number of hate crimes	1,105	1,148	-3.7%
Serious sexual offence (SSO) crimes	2,348	1,944	20.8%
Number of domestic abuse (DA) crimes	11,417	8,801	29.7%
Number of online crimes	1,551	1,324	17.1%
Number of robbery crimes	438	451	-2.9%
Number of violence with injury crimes	7,265	6,757	7.5%
Number of rural crimes	449	420	6.9%
Number of first-time entrants to the criminal justice system per 100,000*	204	303	-99

* Long term average is generated from 3 years of YOT data with a timeframe of October 2015 to September 2018. Last 12 months of data is October 2018 to September 2019.

King's Lynn and West Norfolk

Indicator	Last 12 months (Apr '19 - Mar '20)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	274	234	17.1%
Number of personal property crimes	1,849	1,889	-2.1%
Number of hate crimes	131	136	-3.7%
Serious sexual offence (SSO) crimes	331	268	23.5%
Number of domestic abuse (DA) crimes	1,714	1,322	29.7%
Number of online crimes	268	214	25.2%
Number of robbery crimes	46	52	-11.5%
Number of violence with injury crimes	1,055	1,017	3.7%
Number of rural crimes	113	108	4.6%
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 '19 - Mar '20)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	269	221	21.7%
Number of personal property crimes	1,677	1,633	2.7%
Number of hate crimes	124	122	1.6%
Serious sexual offence (SSO) crimes	324	256	26.6%
Number of domestic abuse (DA) crimes	1,496	1,105	35.4%
Number of online crimes	207	185	11.9%
Number of robbery crimes	37	30	23.2%
Number of violence with injury crimes	938	891	5.3%
Number of rural crimes	85	98	-13.3%
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 '19 - Mar '20)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	147	178	-17.4%
Number of personal property crimes	925	826	12%
Number of hate crimes	55	58	-5.1%
Serious sexual offence (SSO) crimes	198	193	2.6%
Number of domestic abuse (DA) crimes	922	662	39.3%
Number of online crimes	137	116	18.1%
Number of robbery crimes	14	11	27.3%
Number of violence with injury crimes	512	456	12.3%
Number of rural crimes	74	65	13.8%
Number of first-time entrants to the criminal justice system per 100,000	Data not available at district level		

South Norfolk

Indicator	Last 12 months (Apr '19 - Mar '20)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	154	169	-8.9%
Number of personal property crimes	1,414	1,271	11.3%
Number of hate crimes	84	99	-15.2%
Serious sexual offence (SSO) crimes	273	227	20.3%
Number of domestic abuse (DA) crimes	1,186	862	37.6%
Number of online crimes	143	146	-2.1%
Number of robbery crimes	17	23	-26.1%
Number of violence with injury crimes	690	568	21.5%
Number of rural crimes	81	67	20.9%
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 '19 - Mar '20)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	162	141	14.9%
Number of personal property crimes	1,308	1,068	22.5%
Number of hate crimes	93	100	-7%
Serious sexual offence (SSO) crimes	220	168	31%
Number of domestic abuse (DA) crimes	1,151	849	35.6%
Number of online crimes	137	134	2.2%
Number of robbery crimes	17	19	-10.5%
Number of violence with injury crimes	597	599	-0.3%
Number of rural crimes	70	60	16.7%
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 '19 - Mar '20)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	330	295	11.9%
Number of personal property crimes	3,475	3,363	3.3%
Number of hate crimes	449	448	0.2%
Serious sexual offence (SSO) crimes	595	503	18.3%
Number of domestic abuse (DA) crimes	2,763	2,279	21.2%
Number of online crimes	291	262	11.1%
Number of robbery crimes	229	234	-2.1%
Number of violence with injury crimes	2,165	1,987	9.0%
Number of rural crimes	3	2	50%
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 '19 - Mar '20)	Long-term average (3 years)	Difference
Number of child sexual abuse (CSA) crimes	267	236	13.1%
Number of personal property crimes	1,879	1,965	-4.4%
Number of hate crimes	157	174	-9.8%
Serious sexual offence (SSO) crimes	351	279	25.8%
Number of domestic abuse (DA) crimes	2,043	1,647	24%
Number of online crimes	324	246	31.7%
Number of robbery crimes	73	80	-8.8%
Number of violence with injury crimes	1,245	1,192	4.4%
Number of rural crimes	14	14	0
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

During 2019/20, the OPCCN managed the second year of a £2 million programme, supported by £700k of funding, 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 has directly impacted on transforming the approach to child exploitation in Norfolk.

Norfolk's bid, awarded in November 2018, was founded on three main components: the creation of a Multi-Agency Child Exploitation team (MACE), development of early intervention and community resilience by awareness raising and early

identification of those at greatest risk, and providing specialist support and pathway out programmes.

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

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

MACE Team

The Multi-Agency Criminal Exploitation (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. The partnership continues to work together to enhance and develop operational processes to identify and manage child exploitation in Norfolk, cognisant of the risk levels to children and young people affected, whilst agencies support and offer intervention solutions.

In November the MACE Programme Board was shortlisted as a finalist for the World Class Policing Awards in London.

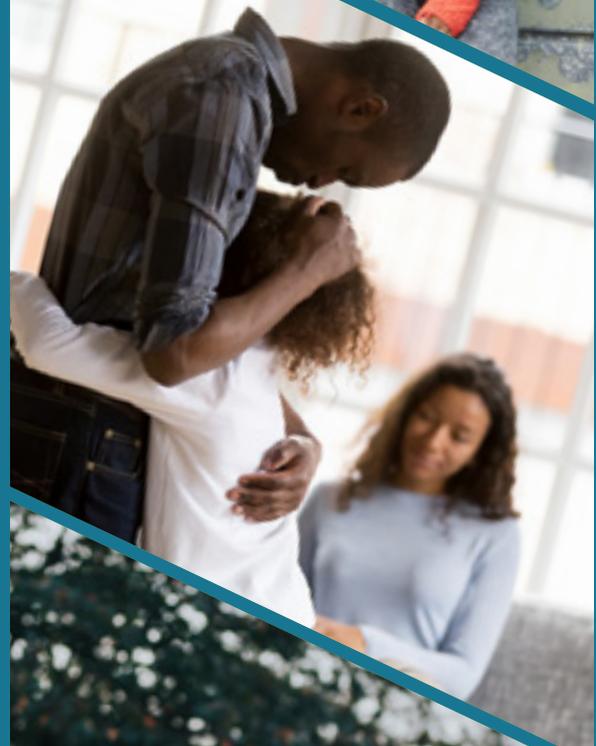
Detached Youth Work

Specialist detached youth workers focus on building relationships with those vulnerable to exploitation in the Norwich area who are not known to other services. Three youth workers were active in Norwich for 12 months from April 2019, working in 12 separate locations across the city centre and urban housing estates. Detached youth workers (DYW), through regular communication with police, the Youth Offending Team, other EIFY streams, the Operational Partnership Team and interactions with Norwich community members, responded to a dynamically fluid landscape of risk and vulnerability. This key partnership work and having local knowledge of children and young people were key to identifying public spaces where young people at risk of child criminal exploitation gathered.

In total youth workers engaged with approximately 2,598 young people, with the majority ranging from 12 to 21 years old.

Group conversations were a key part of the youth workers' approach. The young people described experiences of bereavement, parental domestic violence, bullying, school exclusion, being both victims and perpetrators of crime, gender issues, drug and alcohol use, and being assigned social workers under the category of neglect.

Youth workers did group mapping activities with young people, where they pointed out areas they felt safe and unsafe, and made individual safety plans where necessary. They planned and participated in several activities including an allotment project, playing basketball and other sports, climbing, residential trips and day outings. Young people were also signposted to other services for support and ideas on activities they could do. They were encouraged to demonstrate their understanding of risk, identify times they had made themselves safe, plan and take part in positive activities, and demonstrate prosocial behaviours to each other and their environment such as keeping the public spaces they used tidy.




Norfolk & Suffolk
Victim Care

Family Support Practitioners

Family support practitioners with specialist knowledge in relation to child criminal exploitation have worked alongside the MACE team during the EIFYF funding period. They have offered a whole family support approach to 74 young people and their families who are at risk of, or affected by, child criminal exploitation in the Norwich area.

Family practitioners' invited feedback from young people and parents on what was good about the intervention, and what changes either to the programme or in their wider lives would improve their circumstances. Overall, young people valued being listened to and having a trusted adult to turn to. Adults similarly developed trusted relationships with the family practitioners, citing their reliability, professionalism and helpful explanations of safeguarding processes.

Young people feedback:

- "I feel like I can talk to you about anything."
- "You listen to me."
- "I trust that you won't stitch me up. But you will help me."
- "You see that I'm not a bad kid. But I have had bad stuff happen. Made some wrong choices and you have tried to help me understand what that means."
- "You have helped me to want to do stuff with my life, and to become a positive role model for my brother and my baby."
- "You let the other professionals hear what I'm trying to say."

Parents feedback:

- "You are the only person that my son has connected with and developed a relationship with."
- "You are the only professional I can vent at safely."
- "I trust you, and you are always there. And you are honest."
- "I will call you first before I call other professionals as it feels safe calling you."
- "You get me and my kids. You were made to do this job and it's clear that you care about what you do."

The project provided a consultation and awareness-raising service to frontline staff across the whole of Norfolk. Family practitioners delivered training sessions to professionals working with children to inform them about child criminal exploitation and county lines, and how to recognise and respond to risk. A total of 362 delegates attended the training sessions, with the aim that they would cascade the information to their colleagues.

St Giles SOS+ Programme

St Giles Trust's SOS+ project continues to be delivered across Norfolk, delivering targeted preventative sessions to school children, parents and teachers, with intensive one-to-one support for those deemed as at high risk of exploitation. The programme gives children, parents and professionals the tools they need to make informed decisions regarding child exploitation. This programme has been vital in helping young people see the real consequences of taking the wrong path in life, and the programme continues to encourage as many parents as possible to take part. Intensive one-to-one support is also offered for those deemed at high risk and awareness raising sessions delivered to parents and teachers.

Over 4,000 pupils, parents and teachers have so far taken part in initiative which is led by ex-offender and former boxer Earl Ling.

Below is an example of feedback received from the students in reference to the SOS+ delivery in schools and what the young people enjoyed the most from the presentations::

- "It made me have an insight to what actually happens and that it is dangerous."
- "The man's experiences. His courage to speak about his past experiences."
- "I enjoyed that fact that it wasn't sugar-coated."
- "We got the opinion of someone who has been affected."
- "The brutal, honest truth."

Pathways Out Programme

The Pathways Out Programme, delivered by Mancroft Advice Project, provided one-to-one mentoring to over 40 young people aged 17 and under in Norwich who were identified as being vulnerable to criminal exploitation. Mentors worked to build confidence and skills in the young people, providing positive educational and work experiences and raising ambitions, helping them onto an alternative path, dealing with anxiety, anger, education challenges, and improving school attendance.

The project's three key aims were:

- To improve young people's knowledge of County Lines and how to notice the initial signs of grooming
- Improve young people's relationships with others – both peers and caregivers
- Improve young people's attitudes towards learning.

Feedback from young people:

Quotes from young people show the positive impact of the Pathways Out Programme on them, in particular citing a reduction in feelings of violence and aggression and feeling increasingly confident about opening up and talking about issues they are experiencing.

- "Coming to these sessions has helped me stay out of trouble."
- "I can speak out more, instead of keeping things to myself."
- "It's a place where I can let myself go."
- "I am more confident talking about how I feel, it's helped me understand and think about how I react to things, it's helped me slow down when I'm angry."
- "My head is in a lot better place, I've goals now, I've got a purpose."

Awareness and Capacity Building

The Momentum organisation successfully increased the 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 worked to improve joint working and increase the county's capacity to prevent child criminal exploitation and support those affected.

Due to overwhelming feedback from organisations, Momentum will continue to deliver their child exploitation presentations going forward as part of their business as usual. Although this EIFYF project funding ceased in March 2020, this does not mean the workstreams have ceased.

These projects highlight all that is good about partnership working – bringing together organisations from all sectors to tackle the issue from root to branch, and pooling skills, resources and expertise from across the county. Those workstreams identified as best practice and vital for early intervention have been supported to become business as usual for the organisations and/or have been developed to enhance the offer of response to children and young people at risk of, or subject to, child exploitation.

As a partnership we are much better placed to disrupt the activity of those who seek to exploit our young people, by building their resilience, safeguarding and showing our young people that their future can be so much brighter.

My office has ensured, through Hidden Victims funding, the work of St Giles SOS+ remains in place for a further two years past the life of the initial Home Office Funding.

Commissioning of Victim Services

Under the Ministry of Justice Victims Fund, each PCC is responsible for commissioning services that support victims of crime. The funding covers a victim assessment and referral service, as well as specialist and non-specialist services. There are six services that were commissioned by my office under this fund for the financial year 2019/20:

- The Norfolk and Suffolk Victim Care Service – provided by Victim Support
- A countywide Independent Domestic Violence Advocacy Service (IDVA) - provided by Leeway Domestic Abuse and Violence Services
- Specialist support for victims of sexual abuse, and historic cases of child sexual abuse – provided by The Sue Lambert Trust
- Norfolk and Suffolk Restorative Justice Service – provided by Norfolk Constabulary (joint service with Suffolk Constabulary)
- Norfolk Scams Prevention Service (which is reported separately within this document) – provided by Victim Support
- Supporting organisational development and capacity building for the third/charity Sector – The Daisy Programme.

Outcome reporting for this fund takes place twice a year, to cover April to September and then the end of year report. Reporting is carried out through a standardised outcome matrix provided by the Ministry of Justice and covers outcomes for each service, as well as financial reporting. It is only when the mid-term report has been signed off as satisfactory by the Ministry of Justice that the OPCCN receives its final grant instalment.



The Norfolk and Suffolk Victim Care Service

Norfolk and Suffolk Victim Care is a jointly-commissioned service by the Norfolk and Suffolk Police and Crime Commissioners' offices. The service provider is Victim Support.

This service delivers an assessment and referral service to all victims of crime and, once triaged, if a victim requires a support service to enable them to cope and recover from the effects they will be provided with a case manager who will deliver practical and emotional support or refer into a specialist service if appropriate.

Case managers support a wide range of victims who have been affected by crime, including but not limited to burglary, scams, hate crime, domestic abuse, sexual violence, criminal damage and arson. Case managers have the appropriate skills to support those that fall within the 'enhanced support category' which include those who are persistently targeted, victims over 70 years old or with mental health issues, domestic abuse victims, and children and young people.

The service is free of charge, confidential and can be delivered to any victim of crime whether the crime has been reported to the police or not.

The table below reports on the number of referrals that the service has received (Norfolk figures only) and a breakdown of which support the victim has received support for as reported under the Victims' Fund.

Crime type	Total number of valid referrals to support services Apr '19 - Mar '20
Sexual violence	448
Domestic abuse	2,401
Restorative justice	0
Road crime	29
Terrorism	0
Families bereaved by homicide	1
Child sexual exploitation/ abuse	118
Child criminal exploitation	0
Other services for victims of crime	18,641
Total	21,889

Countywide Independent Domestic Violence Advocacy (IDVA) Service)

This service is a specialist domestic abuse service for victims who are deemed as high risk. Delivered by Leeway Domestic Abuse and Violence Services, it covers the county footprint by providing 14 Independent Domestic Violence Advocates (IDVAs), along with administrative support for the service. Within the service there are three court IDVAs who support victims at court. A specialist Domestic Abuse Court is held every Tuesday at the Magistrates Court in Norwich and 'cluster' courts each week in Great Yarmouth and King's Lynn.

This service also provides support for victims by working alongside police officers on the Domestic Violence Disclosure Scheme This is also known as 'Clare's Law' and gives women the right to know if a partner has a history of domestic violence.

Crime type	Total number of valid referrals to support services Apr '19 - Mar '20
Domestic abuse	2,338

Specialist support for victims of sexual abuse and historic cases of child sexual abuse

Specialist support for victims of sexual abuse, including historic cases of child sexual abuse, is provided by the Sue Lambert Trust for men and women who are over the age of 11.

Under this commissioned service, services are provided free of charge to victims/survivors of sexual abuse. The Sue Lambert Trust offers a range of services including one-to-one counselling, support and group work. Support and information are also available through their website and blog - www.suelamberstrust.org

Historic cases of child sexual abuse remain The Sue Lambert Trust's largest casework with victims/survivors often needing in-depth support for additional issues such as poor mental wellbeing/health, substance misuse and alcohol problems. Every victim/survivor has an initial assessment and pending this assessment is allocated a counsellor with the appropriate skills, knowledge and qualifications. Depending on the client, counselling could take up to a year or, in some cases, beyond. The Sue Lambert Trust uses CORE-10 as an assessment tool to assess the client's journey. CORE stands for "Clinical Outcomes in Routine Evaluation" and the CORE system comprises tools and thinking to support monitoring of change and outcomes in routine practice in psychotherapy, counselling and any other work to promote psychological recovery, health and wellbeing.

The Sue Lambert Trust works to the British Association for Counselling and Psychotherapy's Ethical Framework which covers three main areas:

- Commitments to clients – provides a summary of working to professional standards and building an ethical relationship
- Ethics - specifies the values, principles and personal moral qualities that inform work and underpin supervision
- Good practice – considers the application of our commitment to clients and ethics in our practice.

	Sexual violence	Domestic abuse	Child sexual abuse/ child sexual exploitation	Child criminal exploitation	Other	Total
Total number of valid referrals to support services (Apr '19 - Mar '20)	21	9	87	4	0	121

Restorative Justice Service

Restorative Justice (RJ) is a victim-centred approach which brings those harmed or affected by crime or conflict and those responsible into communication. It allows the victim to explain the impact of the harm caused, describe the consequences and ask questions they feel may help them begin to recover. It allows the offender to take responsibility for their actions, offer an explanation and take steps to repair the harm. Restorative Justice happens through safe communication, either directly or indirectly, via a trained facilitator. Restorative Justice is a voluntary process and, for it to take place, both parties must be willing to consent and the offender must admit wrongdoing. Research shows that Restorative Justice can help people who have experienced crime to move on with their lives and help the offender to reduce the frequency of reoffending.

My office is required to provide victims of crime with access to a Restorative Justice service under the Code of Practice for Victims. This service is provided by Norfolk Constabulary and is a joint service with Suffolk Constabulary. Alongside the provision of a RJ Coordinator and an RJ Administrator, the funding aims to create a network of RJ Practitioners and Ambassadors across the constabulary to promote cultural change within the organisation regarding the use of Restorative Justice. Individuals can self-refer to the service or professionals from a range of agencies can make a referral on behalf of a victim or offender, as long as they have their consent. Once a restorative process has been completed, an outcome agreement might be reached and drawn up; support to complete this and support for individuals can continue after the process for as long as required. Facilitators may also signpost you to other agencies for different services.

	Restorative justice
Total number of valid referrals to support services (Apr '19 - Mar '20)	60

Supporting organisational development and capacity building for the third/charity sector

As outlined within our grant agreement for the Ministry of Justice Victim's Fund, and in support of the Police and Crime Plan, my office seeks to build capacity and capability of providers of support services for victims of crime within the Voluntary, Community and Social Enterprise (VCSE) sector.

The Daisy Programme is a registered charity supporting men and women living with or who have been affected by domestic abuse within the Breckland district of Norfolk. It offers free support and help through a variety of platforms including the Freedom Programme, My Confidence Courses, one-to-one support and drop-in support groups.

Our development grant with the Daisy Programme aims to enable the charity to continue to deliver specialist support to victims of domestic abuse and support its future sustainability by giving the organisation the capability to develop. This has been achieved by funding a Fundraising and Marketing Officer and an Administrator. This support has enabled the Project Manager to focus on the Daisy Programme's strategic progress and development, to review and enhance policies, training, recruitment, referral pathways and plan for future sustainability.

The dedicated focus of the role of the Fundraising and Marketing Officer supports this aim and helped to raise the profile of the programme within both Breckland and the county. Additional capacity has helped when researching funding opportunities, writing grant applications to charitable trusts and statutory bodies, building relationships with major donors and attending appropriate meetings pertinent to funding opportunities.



General Terms and Conditions of the Victims' Fund Grant Agreement

Under the Ministry of Justice (MoJ) Victims' Fund, each PCC office within their Grant Agreement consents to ensuring that the victim services they commission are compliant with these terms and conditions.

Within Annex 2 (The Activities) of the MoJ Grant Agreement are listed the aims and objectives of the activities that have to be adhered to and the key documents from where these objectives are taken 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.

All activities must comply with the requirements of the Victims Code or Victims' Directive, or any Domestic Law which replaces the Victims' Directive following the UK's exit from the European Union. They must:

- Meet the support needs of the victim/s
- Act in the interest of the victim/s supported
- Be free of charge
- Be confidential
- Be non-discriminatory (including available to all regardless of residence, status, nationality or citizenship)
- Be available whether or not a crime has been reported to the police
- Be available before, during and for an appropriate time after any investigation.

The recipient must ensure that, unless otherwise approved in writing by the MoJ in advance, the Grant is used only for the following purposes:

- Providing or commissioning Support Services for victims of crime (as defined in Article 2 (1)(a) of the Victims' Directive)
- Providing or commissioning additional Support Services for victims in the priority categories outlined in the Victims' Code, namely victims of the most serious crimes, persistently targeted, and vulnerable or intimidated
- Providing or commissioning Support Services for family members (as defined in Article 2 (1)(b) of the Victims Directive)
- Providing or commissioning Support Services for victims of sexual violence, victims of domestic violence and victims of child sexual abuse
- Building the capacity and capability of providers of Support Services for victims of crime and family members (including restorative justice services) from the voluntary, community and social enterprise (VCSE) sector
- Covering any associated costs that arise in the process of commissioning or providing Support Services.

Norfolk Scam Prevention Service

Fraud and scams have a massive impact locally, nationally and internationally on organisations responding to crime and people who fall foul of scammers. In 2018/19, 6,626 frauds were reported by people from Norfolk, with a loss of £15 million. This is an 18% increase on the previous year. Further, 39% of Norfolk's scam victims were over the age of 60 - proportionately higher than for other age groups. Victims of fraud are more likely to request support as a result of crime, when compared to the average for crime victims.

Becoming a victim of a scam can have a large scale and lasting impact on a person financially, practically and emotionally. Fraudsters take advantage of people from all walks of life using an everchanging arsenal of tricks. The impact of these crimes means that victim support should be offered. Whilst it is true anyone can be the victim of a scam, vulnerable groups are disproportionately targeted. These vulnerable victims need an enhanced level of support to help them cope and recover from their experience.



Due to the clear need for a victim service, in early 2019 I agreed to fund Norfolk and Suffolk Victim Care to provide enhanced support to victims of scams. This service would be delivered in partnership with Norfolk Constabulary and work closely with Norfolk Trading Standards. 2019/20 was the Scams Prevention Service's first full year of delivery, a year which saw many successes. The service provided support to 1,245 Norfolk scam victims. The support varied by person and included providing information on how to protect themselves from future victimisation, signposting or referring to other support services, and emotional support.

The majority of these services were provided remotely by the Scam Prevention Co-ordinator and a team of police volunteers. However, victims that were identified as the most vulnerable were offered home visits, enabling a more holistic type of support to be delivered. This service was offered to 109 victims and delivered to 75 of these victims.

An additional aspect of the Scams Prevention Service is its work raising awareness with the general public to help protect themselves from becoming the victim of scams. The Scams Prevention Co-ordinator completed 25 engagement events during the first year of the project, raising awareness of scams amongst members of the public. In addition, the co-ordinator worked with professionals to increase awareness and to help them identify victims of scams. This helped develop the service's self-referral pathway, meaning that even those who had not reported to Action Fraud received support.

The positive impact that the service was able to make in its first year meant there was a strong case for it continuing. In early 2020, I recommissioned the service for a further year. This means that the people of Norfolk are able to access a service that goes above and beyond the support available to scam victims in other parts of the country.

PERFORMANCE METRICS

The percentage of victims not supporting prosecution has increased significantly in the last few years and will have strong correlation with the increase of crime recording in these crime categories. There has been a 29.7% increase in recorded domestic abuse crimes and a 27.4% increase in recorded rape offences, based on the last twelve months when compared with the long-term average. 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) and a number of 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. Locally, 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 the 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 various 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. They offer practical and emotional support such as crisis workers, facilitating forensic medical examinations, support and advice concerning health and wellbeing, and access to Independent Sexual Violence Advisors. Independent Domestic Violence Advisors (ISVAs) are also accessible via the Multi-Agency Safeguarding Hub (MASH), as are a number of charitable organisations to 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 ISVAs for all high-risk cases. All 'standard risk' cases are referred to Victim Support so that advice and guidance can be offered.

Solved rates are directly impacted by a number of factors: 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 the evidence capture and support the victim through the criminal justice process. This allows officers to review the footage and look for clues with regards to abuse which may have been missed at the initial contact.

Personal briefings to all frontline supervisors on solved rates are one of a range of indicators used by the Constabulary to measure the quality of investigations and, while the fall in solved rates is a national phenomenon, improvement in this area is a key priority for the Chief Constable. At a strategic level, the Assistant Chief Constable chairs the Investigations Improvement Board and oversees the collective efforts of the heads of Joint Justice, County Policing Command, Protective Services and Safeguarding and Investigations (as force Head of Crime) to bring improvements in this area. The Force has invested in a dedicated detective chief inspector along with a team of detective sergeants to deliver a wide-ranging plan for improving quality of service to victims of crime. This plan has included:

- Personal briefings to all frontline supervisors on effective management of investigations.
- Training to all frontline officers (two days for response officers, three days for sergeants) on quality investigations, file submission standards, and crime data integrity.
- Publication of a new standardised model for non-complex investigations (shared with Suffolk) to provide guidance to a young workforce
- Publication of a new crime allocation policy to

ensure that cases are allocated according to the risk of future harm and the complexity of the investigation rather than an inflexible reliance on crime classification

- Publication of a force Crime Investigative Doctrine and associated internal website to clarify expectations, provide guidance and worked examples, and assist in developing appropriate investigation strategies
- A new and enhanced level of internal audit to identify further learning points and track improvements.

There is an acknowledged national issue with the prosecution of rape offences to which Norfolk is unfortunately not immune. The challenge of proving cases that often take place without direct witnesses, with huge volumes of digital material to be analysed and where the victim is frequently so traumatised that the thought of attending court is very frightening, cannot be overstated. In addition, the large increase in offences being reported and requiring investigation places additional pressure on the investigating teams.

In response, the Constabulary has declared the volume of rape and the challenges of solving crimes to be a critical incident and activated a Gold-Silver-Bronze action plan to seek to improve solved and conviction rates. The Gold-Silver-Bronze plan sees responsibility for responding to the critical incident split into three levels. The Assistant Chief Constable for Local Policing has established a 'Gold' group which provides a strategic overview to the response of the Constabulary and key partners, and ensures that sufficient resources are made available within the Force to address the issues to be resolved. The Detective Superintendent Force Head of Investigations has established a Silver tactical plan which lays out a coordinated and detailed set of actions to address the strategic issues identified at Gold. The Force dedicated Rape and Serious Sexual Offences Detective Inspector acts as the 'Bronze' delivery lead for this area of business responsible for ensuring day-to-day activity is in line with the plans that have been set

Challenges, especially in rape and serious sexual offences, come from the fact that these are crimes that typically take place without witnesses and so a jury must be convinced beyond reasonable doubt of the word of the victim over the offender. It is possible

to achieve this through reference to digital material, forensic evidence and witnesses to the behaviour of both parties prior to and after the time of the offence but not all of these are present in every case and, where the surrounding evidence is contradictory, convictions can be very hard or impossible to achieve.

Work in this area remains to be done, albeit the most recent audit findings are indicating improvement from the level reported at the end of March. While solved rates in Norfolk are not as high as the Constabulary would wish to see them, they are not out of step with regional and national trends. The relationships being developed with the Crown Prosecution Service (CPS) and other partners and their feedback on the changes being implemented in the Gold-Silver-Bronze plan referred to above give grounds for cautious optimism that this situation will improve. What is indisputable is that the need to deliver high quality investigations is fully understood by officers and that this is having an impact on service delivery.

The Constabulary is actively working across departments, with my office, with the CPS and with the SARC to address blockages within the system and improve the experience of victims of crime.

Actions have included additional supervision, giving better access to data, use of the constabulary's new Police Digital Investigators to find new lines of enquiry and a new relationship with CPS to work together to present cases for court wherever possible. The early signs are that the volume of cases under investigation have decreased while the number of referrals to CPS for charge have increased and managerial focus will continue to be applied until new norms are established in both cases. The Constabulary has established links with the CPS at all levels in order to secure an improved service to victims.

Further support for the most serious crimes comes from the new Police Digital Investigators (PDI) referenced elsewhere in this report, who help in developing suitable investigative tactics using the most modern and up-to-date methods. In addition, detectives investigating cases with particularly vulnerable victims can now take advantage of the Intimidated and Vulnerable Interview advisor to ensure that any communication needs the victim may have do not unduly influence the quality of evidence

gathered from them. More information on the PDIs is provided in the next section of this report. The PDIs will be part of the Constabulary's new investigation model, the first tangible element of which will come on line before the end of 2020 with the opening of the new 'Investigation Hub' at the newly-built Swaffham Police Station.

Investigation Standards is an area that the Constabulary continues to monitor and aims to improve on through the innovative investigation hubs in the new policing model. Whilst direct comparison data for other forces is not available (there is at least a three-month time lag), we do know that Suffolk's solved rates for rape offences is not statistically different to Norfolk's across the last 12-month period. Nevertheless, the Chief Constable has identified the improvement of standards of investigative work, particularly in officer's younger in service, as a priority action for the coming year. Although such officers would rarely, if ever, be solely responsible for the investigation of such serious crimes as have been discussed here, it is expected that improving their ability will improve the quality of the initial response to all offences.

Over the past year Norfolk Constabulary has worked very closely with the Office of the Police and Crime Commissioner, Norfolk County Council Children's Services and the Norfolk Youth Offending Team to deliver a number of workstreams designed to identify and tackle child exploitation, which were funded by a successful bid to Home Office Early Intervention Youth Fund. This has been based around a clear multi-agency system to share information and carry out risk planning in relation to all children who are at risk of sexual exploitation or criminal exploitation.

The Multi-Agency Child Exploitation (MACE) procedures have seen the introduction of detached youth workers to Norfolk and innovative work with ex-offenders through the St. Giles Trust to directly explain to children and young people the risks presented by those who would seek to exploit them. This work is moving into a new phase where modern slavery legislation will increasingly be used to target those perpetrators who exploit children in Norfolk for sexual and criminal purposes.



County			
Indicator	Last 12 months (Apr '19 - Mar '20)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	62.6%	54.2%	8.4% points
% of cases where victims do not support prosecution (Serious sexual offences)	46.6%	43.1%	3.5% points
% of cases where victims do not support prosecution (Child sexual abuse)	37.2%	32.2%	5.0% points
Solved rate (Domestic abuse)	11.5%	18.3%	-6.8% points
Solved rate (Rape)	3.4%	5.6%	-2.2% points
Solved rate (Other serious sexual offences)	7.2%	10.5%	-3.3% points
Solved rate (Child sexual abuse)	7.2%	11.3%	-4.1% points
Solved rate (Hate crime)	15.0%	19.0%	-4.0% points
% 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 '19 - Mar '20)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	63.7%	54.4%	9.3% points
% of cases where victims do not support prosecution (Serious sexual offences)	39.3%	42.9%	-3.6% points
% of cases where victims do not support prosecution (Child sexual abuse)	33.6%	29.3%	4.3% points
Solved rate (Domestic abuse)	13.3%	19.2%	-5.9% points
Solved rate (Rape)	3.9%	7.8%	-3.9% points
Solved rate (Other serious sexual offences)	11.2%	14.3%	-3.1% points
Solved rate (Child sexual abuse)	8.8%	12.4%	-3.6% points
Solved rate (Hate crime)	16.8%	23.5%	-6.7% points
% 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 '19- Mar '29)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	64.0%	48.5%	15.5% points
% of cases where victims do not support prosecution (Serious sexual offences)	47.8%	41.1%	6.7% points
% of cases where victims do not support prosecution (Child sexual abuse)	43.1%	32.0%	11.1% points
Solved rate (Domestic abuse)	14.9%	25.3%	-10.4% points
Solved rate (Rape)	0.0%	7.2%	-7.2% points
Solved rate (Other serious sexual offences)	7.3%	10.5%	-3.2% points
Solved rate (Child sexual abuse)	4.8%	12.7%	-7.9% points
Solved rate (Hate crime)	8.1%	14.2%	-6.1% points
% 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 '19 - Mar '20)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	58.8%	53.5%	5.3% points
% of cases where victims do not support prosecution (Serious sexual offences)	43.9%	41.6%	2.3% points
% of cases where victims do not support prosecution (Child sexual abuse)	37.4%	36.9%	0.5% points
Solved rate (Domestic abuse)	10.7%	17.7%	-7.0% points
Solved rate (Rape)	4.0%	5.7%	-1.7% points
Solved rate (Other serious sexual offences)	8.2%	10.6%	-2.5% points
Solved rate (Child sexual abuse)	10.9%	11.7%	-0.8% points
Solved rate (Hate crime)	21.8%	21.2%	0.6% points
% 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 '19 - Mar '20)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	52.3%	51.8%	0.5% points
% of cases where victims do not support prosecution (Serious sexual offences)	54.2%	44.5%	9.7% points
% of cases where victims do not support prosecution (Child sexual abuse)	37.7%	33.4%	4.3% points
Solved rate (Domestic abuse)	11.3%	16.6%	-5.3% points
Solved rate (Rape)	1.4%	5.0%	-3.6% points
Solved rate (Other serious sexual offences)	3.0%	7.6%	-4.6% points
Solved rate (Child sexual abuse)	1.9%	8.1%	-6.2% points
Solved rate (Hate crime)	17.9%	17.9%	0.0% points
% 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 '19 - Mar '20)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	62.1%	56.5%	5.6% points
% of cases where victims do not support prosecution (Serious sexual offences)	41.8%	38.5%	3.3% points
% of cases where victims do not support prosecution (Child sexual abuse)	29.0%	28.3%	0.7% points
Solved rate (Domestic abuse)	8.5%	16.3%	-7.8% points
Solved rate (Rape)	4.4%	5.5%	-1.1% points
Solved rate (Other serious sexual offences)	3.9%	8.0%	-4.1% points
Solved rate (Child sexual abuse)	6.8%	10.4%	-3.6% points
Solved rate (Hate crime)	20.4%	20.6%	-0.2% points
% 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 '19- Mar '20)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	63.1%	55.1%	8.0% points
% of cases where victims do not support prosecution (Serious sexual offences)	48.2%	46.2%	2.0% points
% of cases where victims do not support prosecution (Child sexual abuse)	34.5%	34.0%	0.5% points
Solved rate (Domestic abuse)	11.5%	16.9%	-5.4% points
Solved rate (Rape)	5.4%	4.8%	0.6% points
Solved rate (Other serious sexual offences)	8.2%	10.4%	-2.2% points
Solved rate (Child sexual abuse)	10.0%	12.5%	-2.5% points
Solved rate (Hate crime)	12.0%	17.3%	-5.3% points
% 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 '19 - Mar '20)	Long-term average (3 years)	Difference
% of cases where victims do not support prosecution (Domestic abuse)	69.3%	57.4%	11.9% points
% of cases where victims do not support prosecution (Serious sexual offences)	48.1%	42.8%	5.3% points
% of cases where victims do not support prosecution (Child sexual abuse)	42.7%	30.9%	11.8% points
Solved rate (Domestic abuse)	11.7%	20.0%	-8.3% points
Solved rate (Rape)	2.5%	4.1%	-1.6% points
Solved rate (Other serious sexual offences)	6.7%	9.4%	-2.7% points
Solved rate (Child sexual abuse)	5.6%	9.6%	-4.0% points
Solved rate (Hate crime)	20.4%	22.0%	-1.6% points
% 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

Police Digital Investigators

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

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

Below are some examples of their progress to date:

- Providing investigate support to a serious sexual offence investigation by identifying the correct movements of the suspect post offence and thereby directing resources to a different geographical location which was not previously known to be of interest
- Helping to identify multiple fraud victims across Norfolk and elsewhere and identifying a suspect who was arrested by the Metropolitan Police for the Norfolk offences (currently in excess of 120 crimes)
- Developing software to listen to more than 50,000 WhatsApp voice messages and transcribe them into a format that could then be searched which provided extra evidence in a case of child abuse. This software avoided an estimated 1,000 hours that would have been required for a detective constable to listen to the messages
- Developing a translation tool which has been recently used to translate foreign language from two phones which were seized after the suspects were arrested for serious assault against a child.

Drones

The Force's drone capability offers significant cutting-edge support at a fraction of the cost of the National Police Air Support Helicopter. Based within Rural Policing and with support from divisional colleagues, the Constabulary now offers cost-efficient drone support seven days a week. It also works alongside

the Norfolk Fire and Rescue Service (NFRS) who are able to provide further assistance through training and operational support.

The drone teams can be seen in purpose-designed police vehicles. They are now able to deploy in a fully-equipped van providing a Search and Rescue Command Facility for deployments offering significant increased capability and connectivity in remote areas of the county.

The deployment figures show a large increase in requests, both in terms of live incidents (for example missing persons, crimes in progress, information gathering) and also for proactive crime prevention deployments.

In terms of success stories, the drones have been instrumental in a large number of life-saving deployments, including locating a vulnerable missing person who was found unconscious on the beach and flying two drones simultaneously to locate a vulnerable person whilst protecting colleagues from incoming tidal dangers. These examples were in October and November 2019.

Whilst responding to time critical daily response deployments, the team also utilises its capability in supporting local crime and disorder initiatives/operations: locating and recovering stolen plant and machinery, heritage crimes, poaching and hare coursing, wildlife offences, crime prevention and Unauthorised Music Event prevention and disruption.



Automatic Number Plate Recognition (ANPR)

The Operation Moonshot team has made a big impact denying criminals the use of the road through targeted patrols in numerous areas of the county. This has ensured high visibility in many rural areas, main arterial routes and crime corridors. Its success is well documented in the media and is always well received by the public.

The team is divided into three units: Moonshot - West, Moonshot - Central and Moonshot – East. The West and Central teams have been up and running for the whole of April 2019 to March 2020 with the East team starting in May 2019. Between April 2019 and March 2020, the team as a whole stopped a total of 3,013 vehicles, made 1,168 arrests and seized 840 vehicles.

It has also been utilising the Constabulary's drone capability within the Moonshot team to recover stolen farm machinery among other items.

Digital Public Contact Strategy

Work was accelerated around testing some of the Constabulary's Digital Public Contact Strategy options. The piloting of additional communication channels initially planned for 2021/22 was brought forward. For example, planned introduction of a public-facing automated 'chat' capability for commonly asked questions and live-chat functions were fast tracked into temporary operational use, providing new public service channels and increasing the Constabulary's capacity to answer public queries. Members of the public are now able to type a non-urgent question into the 'chat' function on any of the Constabulary website pages and receive an immediate, automated answer. The pre-programmed 'chatbot' uses artificial intelligence and machine learning to respond to common queries.

The next step will be to test the ability to live-chat directly into the Police Control Room (CCR) where the chatbot hasn't been able to provide an answer to a member of the public's question. This is planned for September 2020. Both chat methods will then be paused so that they can be evaluated with the findings being used to help shape an updated and improved contact management strategy that ensures firstly emergency calls are prioritised and, alongside this, the public have a range of other communication channels to report crime, incidents or seek advice.

GOOD STEWARDSHIP OF TAXPAYERS' MONEY

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

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

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

Where the money comes from

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

The Home Office Grant remained the same at £87.2m in 2018/19 as in 2017/18 but which indicated a real term drop in funding taking inflation into account. The increase to £88.8m in 2019/20 and £94.8m in 2020/21 was welcomed after challenging settlements. In recognition of funding challenges and increased demand, the settlement came with the ability to request an increase in council tax in both years above inflation. The council tax increased by 10.45% in 2019/20.

However, there still was the need to make savings to balance the budgets and, to the end of March 2020, those annually recurring savings now total £35m. Around half of that total has come from collaboration between Norfolk and Suffolk Constabularies and with limited opportunities remaining for collaborative savings within that partnership, a regional team is set up to look at wider change programmes for the seven forces in the East (Norfolk and Suffolk, Bedfordshire, Cambridgeshire and Hertfordshire, and Essex and Kent) and modest procurement savings have been included in

the Medium Term Financial Plan (MTFP) and the new procurement shared service is in operation. New projects such as consideration around ICT convergence are coming to the fore.

How the money is spent

	Budget 2019/20 £m	%	Budget 2020/21 £m	%
Employees	136.3	82.7	150.0	85.9
Premises	16.9	10.3	16.3	9.3
Transport	3.2	1.9	3.5	2.0
Supplies, services and other	23.3	14.1	21.7	12.4
Capital financing	4.3	2.6	7.3	4.2
Gross budget	184.0	111.7	198.8	113.8
Other income	(19.2)	(11.7)	(24.1)	(13.8)
Net budget	164.8	100.0	174.7	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 2019/20 £m	Outturn 2019/20 £m	(Over)/under spend £m
OPCCN	1.0	1.0	0.1
OPCCN commissioning (net*)	1.0	1.0	0.0
Operational policing	157.8	152.4	5.4
Capital financing	5.4	9.5	(4.1)
Use of reserves	(0.5)	(0.2)	(0.3)
Total spending before use of reserves	164.8	163.7	1.1
Contribution to/ (from) PCC reserve	0.0	0.1	(0.1)
Contribution to/ (from) budget support reserve	0.0	1.0	(1.0)
Net spending	164.8	164.8	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.

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

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

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

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 2019/20 was balanced.

Full details of revenue and capital spending in 2019/20, the 2020/24 Medium-Term Financial Plan (including the Reserves Strategy), and the Statements of Accounts, can be viewed at www.norfolk-pcc.gov.uk

Looking ahead

Looking to the future, the Chief Constable announced a new and scalable local policing model in October 2017. This new model 'went live' at the beginning of April 2018 and I continue to pay close attention to the implementation and effectiveness of this change. Additionally, the Home Office announced Operation Uplift - a programme to recruit 20,000 new police officers over the next three years.

For 2020/21, the Government gave all PCCs the power to increase the Council Tax by a maximum of £10 per annum (at Band D). Having consulted with Norfolk's communities and obtained a positive response on whether they would be prepared to pay more to support their police service, I took the decision to increase the Council Tax precept for the year by 3.95%. This amounts to an extra 19 pence per week or £9.99 per year for households in a Band D property. This increase enabled me to set a budget of £174.7m for 2020/21. Importantly, the additional resources have helped to finance increased investigative capacity and the considerable costs of the 21st century technology now being used by officers such as Automatic Number Plate Recognition software.

Subject to the police service continuing to find efficiencies, the settlement will still be challenging in a world where increased police numbers and the introduction of the new professional policing qualification comes with increased costs. With the current economic uncertainty, it is unclear at this stage what opportunity there will be with the precept moving forward. I will consult on this, once there is clarity, at the end of this calendar year. We also know the government has launched a Spending Review which would determine central funding from 2021/22 onwards.

There are plans for a multi-year settlement moving forward which would be welcomed for planning purposes. Even with the additional precept flexibility this year, the Medium-Term Financial Plan reveals that, by 2023/24 the budget gap (excess expenditure over income) would be around £10m with some £1.8m of savings identified at this stage.

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

PERFORMANCE METRICS

Attending Emergencies

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

In the last 12 months (April 2019 to March 2020), 91.1% of emergencies in urban areas were attended within the target time and 87.2% of rural emergencies were attended within the target time

The increase in 999 calls being received has inevitably resulted in more emergencies for front line attendance, which will be one contributory factor for the decrease in the proportion of emergencies attended within target, compared to the long-term average. There have been over 1,000 more emergency response (Grade A) calls in the current 12-month period to the end of March 2020 compared to the long-term average.

The chart below sets out the average time to attend both rural and urban emergencies over the last five years.

Emergency response times (hh:mm:ss)	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
A Urban	00:08:05	00:07:47	00:07:47	00:08:30	00:08:40	00:08:40
A Rural	00:11:57	00:11:24	00:11:31	00:12:25	00:12:43	00:10:58

Due to the continued recruitment of new officers, there remains a temporary reduction in the percentage of officers that are response trained in frontline roles. Work is continuing with the Constabulary's Driver Training team to address this matter over time.

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 a 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.

Answering Emergency Calls

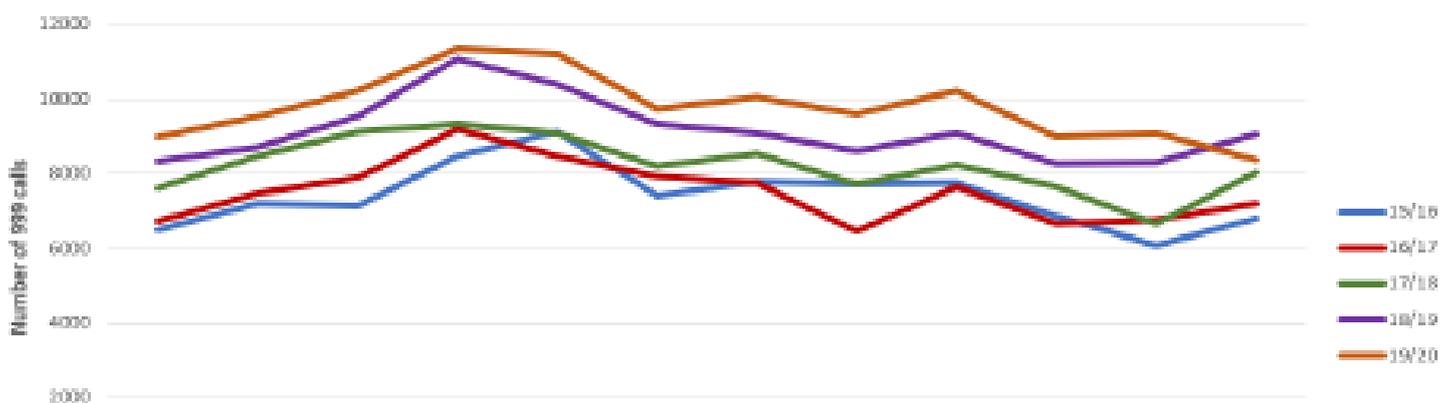
The national target is to answer 90% of 999 calls within 10 seconds. For reference, 89.7% of 999 calls in the financial year 2019/20 were answered within 10 seconds. The average time to answer a 999 call in Norfolk for the financial year 2019/20 was five seconds. This is the same as 2018/19, two seconds 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 10 seconds, despite the marked increase month on month 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 received in Norfolk

	2015/16	2016/17	2017/18	2018/19	2019/20
April	6,485	6,731	7,602	8,324	8,968
May	7,213	7,470	8,480	9,701	,9536
June	7,125	7,891	9,133	9,518	10,204
July	8,483	9,174	9,337	11,082	11,344
August	9,118	8,478	9,088	10,385	11,194
September	7,408	7,914	8,181	9,324	9,725
October	7,791	7,761	8,531	9,074	10,046
November	7,730	6,438	7,700	8,610	9,603
December	7,743	7,634	8,244	9,091	10,203
January	6,844	6,653	7,642	8,247	8,979
February	6,087	6,766	6,668	8,301	9,079
March	6,793	7,205	8,017	9,042	8,362

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





Answering 101 calls

In June 2018, Norfolk Constabulary introduced a new telephony system. 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 agreed set of measures for reporting on 101 call handling is now in use following a period of consultation between key departments in order to ensure consistent and accurate reporting. It will take some time for a long-term average to be available and so we are currently only able to report on a rolling 12-month basis.

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.

In February 2020, the Constabulary activated contingency plans in response to the COVID-19 pandemic to ensure business continuity and service levels were maintained within the Contact and Control Room (CCR). Safe working practices were developed so the room could continue to function and deliver normal services. An additional 56 staff (officers and police staff) were trained in CCR functions and deployed into the room in March. On top of this, the CCR team developed COVID safe plans to continue to recruit and train new full-time communications officers with six joining in March for their six-week training course.

Despite the significant risks presented by the pandemic, Norfolk Constabulary ensured that call handling service levels, incident response times and all critical functions were maintained at pre-COVID-19 levels. The Constabulary's Contact and Control Room staffing levels remain in line with the staffing profile for the room.

Indicator	Last 12 months (Apr '19 - Mar '20)	Long-term average (3 years)	Difference
% of emergencies in target	89.3%	90.4%	-1.1% points
% of 999s answered within 10 seconds	89.7%	90.0%	-0.3% points
Average time to answer 101 calls*	38 seconds Emergency - 00:04 Priority - 03:36 Routine - 03:58 Advice - 05:12	N/A	
% of public who agree police are doing a good job**	63.3%	67.9%	-4.6% points

* Only monthly data currently available (March 2020 in this instance). These figures represent average answer times for 101 calls that have not been re-routed through to a self-service option. Those that remain in the 101 queues are then triaged by switchboard into either emergency, priority, routine, or advice calls which continue on to a communications officer (if not dealt with by switchboard at the initial point of call). Rolling 12 month and LTA figures for call handling are still under development.

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

The indicator for the percentage of the public who agree the police are doing a good job is a question asked as part of the Crime Survey of England and Wales. The survey data is taken quarterly with the most recent figure published being for the year ending September 2018. The Constabulary's score of 66.3% ranks Norfolk joint 5th nationally and third highest of the most similar forces. Norfolk has been ranked in the top ten forces in the country for this indicator since December 2016.

In an effort to develop a more detailed understanding of the views of the local community on policing matters, the Constabulary and my office have joint-funded for the first year a further piece of research. This research will collect public feelings on a number of policing topics including:

- Feelings of safety
- Police visibility and presence
- Perceptions of crime and anti-social behaviour
- Police engagement with local communities
- Experiences of victims of crime

The survey results will help the Constabulary and senior operational leads review community confidence in policing. The findings from the survey will influence the Neighbourhood Policing Strategy and inform the tactical work including local public communication plans to ensure the local communities are kept informed and updated around crime and the policing response in their areas.

The work to-date already highlights:

- 89% thought the police are doing an excellent / good job
- 82% have confidence in their local police
- 97% of people said they felt safe in their local area in daylight hours
- 89% said they were confident they would receive good service if they reported a crime or incident
- 93% felt the police will treat them fairly and with respect.

POLICE COMPLAINTS REVIEWS

The Policing and Crime Act 2017 made significant changes to the police complaints and disciplinary systems. The legislation introduced a number of changes to existing legislation (such as the Police Reform Act 2002) which are designed to achieve a more customer-focused complaints system. This, in part, has impacted on the way complaints against Norfolk Constabulary are handled.

Reviews were previously known as appeals and dealt with by Norfolk Constabulary's Professional Standards Department (PSD) or the Independent Office for Police Conduct (IOPC).

From the 1st February 2020, my office became the relevant review body so performance information on this new area of responsibility will be covered in the next annual report in 2021. My office has recruited a dedicated Police Complaints Review Officer who has delegated authority from me to undertake the review on my behalf.

You can find more information on the police complaint review process at www.norfolk-pcc.gov.uk

NORFOLK COMMUNITY SAFETY PARTNERSHIP

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

I enabled my office to invest resources into the Community Safety Partnership. The Police Reform and Social Responsibility Act 2011 identifies the importance of the relationship between Police and Crime Commissioners and Community Safety.

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

My office also leads on the County Lines Strategy Group, Domestic Homicide reviews and the Domestic Abuse and Sexual Violence Board.

EMERGENCY SERVICE COLLABORATION

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

A formal agreement was signed by me and a collaboration board formed to explore ways for Norfolk's police and fire services to better work together. You can review the progress that has been made in the [collaboration annual report](#).



GET INVOLVED

Community input plays a vital part in how PCCs make decisions about crime and policing in the local area. There are a number of ways you can get involved in my work as your PCC. By having your say on key issues, such as what Norfolk's policing priorities should be or how much you pay for policing through council tax, you ensure community views influence the decisions I make. Keep an eye on the Norfolk PCC website – www.norfolk-pcc.gov.uk - for details of how you can ensure your voice is heard on the issues that matter most to you. All public consultations will also be widely promoted through traditional and social media.

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

My regular [Police Accountability Forum](#) meetings with the Chief Constable continue to take place. Due to ongoing Covid-19 restrictions, I am unable to invite you along to observe these meetings in person but, if you have an interest in the work of your police force, please keep an eye on my website for the agendas, reports and how you can access recordings of my meetings with Chief Constable Simon Bailey. We are similarly restricted when it comes to my public question and answer sessions which, up until now, have taken place in locations around the county. We are, however, working with community-based partners to explore other means of inviting and responding to your crime and policing-related questions – more information will be available at www.norfolk-pcc.gov.uk in due course.

APPENDIX A

EQUALITY UPDATE REPORT

In my Police and Crime Plan, I set my equality objectives, progress against which I pledged to update on an annual basis.

Over the past year, I and my office have made significant progress against the objectives, which we intend to continue.

On these pages, I have set out how we have achieved all six objectives in 2019/20.

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 I have continued my extensive engagement plan with the people of Norfolk. Over the past twelve months, I have engaged directly with the public on a range of topics, including the policing budget. This engagement was made accessible to different groups with different needs. In addition, my office organises 'Q&A' sessions for the public to ask the Constabulary and me questions about policing locally. I combine these sessions with visits to harder to reach groups. For example, before last summer's Fakenham Q&A event, I visited a support group for those who have additional needs.
- I regularly undertake less formal engagement with the general public in which I speak to local residents in their community about the issues that matter to them. For example, prior to public engagement events around Norfolk, I will go to into the town and speak to people about their policing priorities.
- Through my office, I am able to increase engagement with diverse communities, to ensure that their views are considered in delivering a policing service for Norfolk. The Independent Advisory Group (IAG), which my office manages, helps with monitoring the quality of service the Constabulary provides to the diverse communities of Norfolk. In addition, the Norfolk Youth Commission allows young people to get involved and have their say about policing and crime where they live.

Objective 2:

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

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

work with.

- During 2019/20, my office developed and implemented its Equality Impact Assessment (EIA) policy. This policy embeds the EIA within the office's processes, cementing equality in all that they do. The policy can be found at www.norfolk-pcc.gov.uk

Objective 3:

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

- My office provides several victim services through a devolved Ministry of Justice fund. My office uses this funding to commission the Norfolk and Suffolk Victim Care service, Independent Domestic Violence Advocates, counselling services for victims of sexual violence, support for vulnerable victims of fraud, a restorative justice service, and funding for generic domestic abuse services. Many of the victims that access these services are vulnerable, and services are designed to accommodate this.
- My Hidden Victim's Fund welcomed bids to support victims that are 'hidden' from plain sight, with funding available totalling £450,000. This fund was awarded to three excellent bids: one supporting victims of modern slavery, another aiming to prevent young people from becoming exploited by gangs in Norfolk and the final project provided support to indoor sex workers who are at risk of human trafficking.
- 2019/20 was the final year of delivery for the Early Intervention Youth Fund. This fund helped support vulnerable young people across Norfolk to avoid criminal exploitation using a variety of dynamic interventions targeted at those who were most in need of support.
- In addition, my office distributes the Crime and Disorder Reduction Grant locally. It has used this 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. It also uses this funding to part-fund the Women Offenders of Norfolk Diversion, Engagement and Rehabilitation (WONDER) service. The WONDER service 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 2019/20 there were 22 custody visitors who undertook 193 visits, seeing 548 detainees – this is 90% of those available to be seen. A further 343 who were unavailable to be visited were observed by the visitors.

Objective 5:

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

I, my office and the general public all play a role in scrutinising Norfolk Constabulary's compliance with the Public Sector Equality Duty and its diversity performance. This is achieved through:

- The Police Accountability Forum – a public facing meeting where I hold the Chief Constable to account for implementing Norfolk's Police and Crime Plan, including its role in achieving my equality objectives.
- The Strategic Governance Board – an internal board where I scrutinise the Chief Constable. This meeting features regular agenda items on the police's performance on equality and diversity.
- Public Question and Answer Sessions – My office developed a new method of engaging with Norfolk's different community groups, the Q&A sessions. These events provide members of the public the opportunity to ask questions of senior police officers and me 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, I have ensured that I and my office are accessible to the public and our partners through a variety of means, as I have outlined through my updates to the other objectives.
- My office publishes its equality information on its website. As at 31 of March 2020, seven members of the office are male and 16 are female, with one from either an ethnic minority background or having a disability (as defined in Section 6 of the Equality Act of 2010).

APPENDIX B

INDEPENDENT ADVISORY GROUP 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.

In 2019, Les Rowland was chosen as chair, taking over from Brian Walker, who had chaired the group for five years. Sam England continues in her role as deputy chair. The group has retained its membership of 12 over the year and has launched a recruitment campaign to gain more members from a variety of different community groups across Norfolk.

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 community policing. 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 how best to engage with eastern European communities in South Norfolk after several incidents within the community.

Alongside providing advice to the Constabulary, members have continued to sit on a variety of boards and panels. The Deputy Chair continues to head up the Ethics Committee whilst other members sit on other such boards as the Equalities Board and the Community Relations and Equality Network. The Chair, Les Rowland, has also been working with Professional Standards to provide advice on how to implement new ways of working that have been developed by the department.

In 2019, all members have continued to provide the police with independent advice on developing plans, policies and procedures which help shape the way Norfolk is policed.

APPENDIX C

YOUTH COMMISSION UPDATE

I pledged from the start to give Norfolk's youth its voice. My 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 decisionmakers 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 45 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.

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

One of the main aims of the Norfolk PCC Youth Commission was to act as a conduit between the youth community of Norfolk and Norfolk Constabulary. Over the last year, the Commissioners have been working with the Norfolk Youth Parliament to review the rise in knife crime and develop a plan on how best to educate the young people of Norfolk on this topic.

The Youth Commissioners continued to develop a social media page to promote the campaigns and projects that the Commission is undertaking.

The Youth Commissioners support my work and that of my office by attending events such as the district question and answer engagement events, hosted by me. Through attending these community meetings, the young people can promote the work of my Youth Commission and develop relationships with local councillors and local policing teams.

My Youth Commission continues to be a communication and engagement tool to maintain a positive relationship between young people in Norfolk, Norfolk Police and me.

