

# NORFOLK PCC ANNUAL REPORT

## 2016-17



OFFICE OF THE POLICE & CRIME  
COMMISSIONER FOR NORFOLK



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# INTRODUCTION

This is my second annual report as your Police and Crime Commissioner (PCC) but, with the 2015/16 report covering my predecessor's final year in office, this is the first report on my work as your PCC.

The period of this report begins with my election in May 2016, covering my first months in office and the launch of a major public consultation on the Norfolk community's priorities for policing and crime going forward. It culminates with the publication of a countywide plan for tackling crime and disorder, protecting the vulnerable and supporting victims, and the setting of a budget within which we have begun to deliver that plan.

During my election campaign to become your PCC, I pledged that I would give every man, woman and child in Norfolk the opportunity to influence policing where they live. Over the course of my first year in office, I have had the great pleasure and privilege of meeting with, listening to and working alongside communities, businesses and organisations from across the county and, together, we have set seven core priorities to guide us as we work for a safer Norfolk.

It has been an honour to serve you over these last 12 months. We have made some significant early progress against those priorities, and I thank you for your continued input and support as we move forward together.

As ever, if you have any questions on any aspect of my work as PCC, or views to share on crime and policing in Norfolk, do please get in touch. Also, I hope you will come along to one of my regular police accountability meetings and public question and answer sessions with the Chief Constable across the county, or keep an eye out for my PCC surgeries coming to a location near you.

For more information, visit the website – [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk) - or get in contact with my office.

**Lorne Green, Police and Crime Commissioner for Norfolk**



## YOUR PCC

- is elected by the public
- is the link between the public and the police
- sets the strategy for policing and the reduction of crime and disorder
- sets the budget and council tax precept
- owns all police assets - buildings, equipment and vehicles
- hires and, where necessary, fires the Chief Constable
- holds the Chief Constable to account for performance against agreed measures
- commissions services to reduce crime and disorder, protect the vulnerable and support victims of crime.

# MY PLEDGE TO YOU

As your PCC, I have pledged to be visible, accessible and accountable as I carry out my duties.

A key aspect of my role is engaging with individuals, communities, businesses and organisations to explore their views on, and experiences of, crime and what they need, want and expect from their police service.

Over the course of my first year in office, a programme of engagement activity taking me all over the county has run throughout my business as usual. I have attended community gatherings, spent time in market places and grocery shops meeting local people and hearing their views, and been invited to residents' and parish meetings in rural and urban locations. I have held public police accountability meetings, question and answer sessions and community fora, and visited organisations working with, among others, victims of crime and offenders, people with disabilities, young people, older people, those with mental health issues, alcohol and drug misusers and the homeless.

Alongside that, I have undertaken two extensive public consultations – one on crime and policing priorities for the county and the other on the police budget for 2017/18 – gathering views and feedback from thousands of Norfolk residents.

## CONSULTATION

My public consultation on crime and policing ran for eight weeks, closing on 12 August 2016. As well as an online survey, a dedicated programme of engagement activity brought me into direct contact with over 600 people from across Norfolk. Partners' help was enlisted in raising awareness of the consultation among the communities with which they work, and they were asked to return their own feedback too, either as individual organisations or as part of wider partnerships. I also held a number of workshops with Norfolk Police themed around key policing and crime areas such as domestic abuse, sexual offences, child sexual abuse and mental health. Taking all methods of consultation and engagement into account, more than 3,000 people formally recorded their views on what Norfolk's policing and crime priorities should be. All of this feedback was taken into account and, setting it alongside the views shared with me during my election campaign, I then drafted a Police and Crime Plan for 2016-20.

A significant consideration in the setting of a Police and Crime Plan must be the budget and resources we have available to deliver it. As PCC, it is my job to set the policing budget for Norfolk and, with it, how much the county's tax payers contribute. 60% of our policing budget is funded by Government; the rest comes from council tax. With such a significant contribution coming from their pocket, how that funding is used is, of course, of enormous interest to residents across Norfolk.

In November 2016, I launched my first annual police budget setting process with a public meeting and question and answer session in Great Yarmouth Town Hall. Inviting people to come and hear from Chief Constable Simon Bailey about his plans for policing Norfolk during 2017/18 and beyond, I asked them to share their views on whether or not they would support a rise in the policing element of the council tax they pay. There followed the launch of an online survey, a number of follow-up engagement events and an intensive communications and awareness raising programme.

The consultation was widely promoted through the media, local, parish and community publications, PCC and partner websites and social media channels. Norfolk's parish, town, district and county councillors were contacted, as well as our MPs, and they were asked to raise awareness of the consultation within their local areas. I also addressed the Norfolk Association of Local Councils'



AGM and attended town council meetings in areas including Aylsham and Sheringham.

Partners working in the policing, community safety, criminal justice, victim support and rehabilitation arenas were provided with details of the consultation and their assistance requested in encouraging people to take part. Norfolk Constabulary's district-based Community Engagement Officers helped promote the consultation in their policing areas, and I joined policing surgeries and other community meetings to explore public opinion.

And in order to help me gather the views of the business community, the consultation was promoted through the Norfolk Chamber of Commerce website and the Norfolk Voice magazine, as well as via contact with the Federation of Small Businesses to ensure their members were aware and had the opportunity to respond.

In total, 2,212 people took the 2017/18 police budget and council tax survey, either online or in hard copy. I also received responses by email, letter and phone, as well as monitoring views being shared on social media. A full analysis of the responses showed 76% were in support of a council tax increase of 2% - a proposal I subsequently took to a public meeting of the Police and Crime Panel in February 2017.

## ACCOUNTABILITY

As well as being accountable to Norfolk's communities, my work and decisions as your PCC are subject to challenge and scrutiny by the Police and Crime Panel. Made up of councillors and independent members, the Panel meets in public at County Hall to receive regular reports on progress against my Police and Crime Plan, alongside this annual report. They are also responsible for reviewing my budget proposals and any Chief Constable appointment being made.

Just as the Panel scrutinises my work and holds me to account, Norfolk's Chief Constable is accountable to me for the policing service delivered in the county. In July 2016, I introduced a fresh approach to holding the Chief Constable to account by hosting my first Police Accountability Forum (PAF) in Dereham. As well as enabling me to receive formal updates from the Chief Constable on how the Force is working to help deliver Norfolk's Police and Crime Plan, these meetings also give members of the public the chance to quiz me and the Chief Constable directly about policing in the county. Since that first meeting in Dereham, subsequent PAFs have been held in Great Yarmouth, King's Lynn, Cromer and at the University of East Anglia in Norwich.

## TRANSPARENCY

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

Congratulations were in order for that team in November 2016 as, for the second year running, they earned a prestigious award for openness and transparency from CoPaCC – a national organisation which monitors police governance. CoPaCC carries out an annual audit of PCC offices, checking on such matters as transparency of decision-making processes and the way PCC information is made accessible to the public. Through the quality mark presented to them, the PCC staff team has demonstrated it not only meets its legal duties, but also continues to strive to make PCC business open, transparent and accessible to everyone - whether they simply want to know more about what we do, have a question or challenge to make, or are involved in formal inspection, audit or scrutiny processes.



# POLICE AND CRIME PLAN OBJECTIVES

Following extensive consultation with communities, businesses and partners over the summer of 2016, a Police and Crime Plan for Norfolk was set based upon these core priorities:

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



The information which follows provides an overview of some of the work carried out in these priority areas during 2016/17. For full details of all of the objectives set, along with progress made against them, please see the [2016/17 Performance Grid](#).

Alongside these Police and Crime Plan objectives, I have also pledged my commitment to promoting equality and fighting discrimination. You can find out more at Appendix A.

## INCREASE VISIBLE POLICING

Visible policing was one of the top public priorities to come out of my consultation on policing and crime. In the comments received, a significant number of respondents also made reference to visible policing, saying they wanted to see police out and about in their communities, and that they felt a visible policing presence helped deter crime and made people feel safer. They also wanted the police to engage and communicate with residents at a local level, and many were keen to support officers in the enforcement of low-level crime and disorder issues through schemes like Community Speedwatch. There was also concern expressed about a perceived lack of visible policing in rural areas.

With the budget challenges facing Norfolk Police, increasing the visibility of policing in our county is not as simple as just increasing officer numbers. Cuts to officer numbers in recent years have been made to balance the budget, so the approach we now take needs to be one of working smarter with the officer resources we have.

One of my first decisions on being elected PCC was to scrap the Deputy PCC role put in place by my predecessor. I felt that the £75,000 a year burden imposed on the taxpayer was unnecessary and instead passed that money - £300,000 over my term in office - to the Chief Constable to be spent on frontline visible policing.

While handing him the cheque, I challenged the Chief Constable to look at what more could be done to increase visibility across the county. In response to that challenge, a new Community Safety and Citizens in Policing Command has been established with objectives around increasing engagement with communities and increasing the number of volunteers in policing. I also directed that a rural policing strategy for the county be developed (more information under 'Supporting rural communities').

Seven community engagement police officers have now been appointed – one for each of the policing districts within the county. In their initial months in post, these officers have begun to deliver a comprehensive plan to engage with communities, improve contact with and access to local policing teams, and communicate key information with local communities through social and traditional media. As well as looking at innovative ways to invigorate community involvement in setting local policing priorities, they are also supporting regular policing surgeries in locations around their district.

The engagement officers are linked to community volunteers such as those making up Norfolk's Speedwatch and Neighbourhood Watch schemes. They provide a local point of coordination for the 243 registered Neighbourhood Watch schemes in Norfolk, supporting the growth of existing schemes and the set-up of new schemes. And with support from the Force, the number of Community Speedwatch schemes has increased from 660 to 758, with more teams currently being trained and vetted. I have made funding available to local policing teams, through my Early Intervention Fund, to support initiatives in partnership with their local communities. Speedwatch schemes in South Norfolk and Great Yarmouth are two of the initiatives to which I have given financial support through that fund.

The Norfolk Volunteer Police Cadet Scheme and Safer Schools Partnership both also come under the new Community Safety and Citizens in Policing Command. National funding has been secured to support the delivery of new Cadet units in the county, with a new unit established in Norwich, and more to follow. The Force is working with other cadet schemes across other emergency services to explore possible joint initiatives.

The Safer Schools Partnership, which links officers with schools around the county, continues to work to ensure the safety of pupils and improve standards of behaviour, support young people who have been affected by crime, facilitate early identification of those vulnerable to becoming victims or offenders, and build positive relationships between young people and the police. The Force is looking further at how it engages with children of primary school age, along with those children and young people in short stay schools. This is particularly important, not just in building positive relationships with the police from an early age, but also in relation to early identification of vulnerability and prevention of offending and victimisation.

## SUPPORT RURAL COMMUNITIES

During my election campaign and policing and crime consultation, I met with residents across Norfolk's rural landscape who told me about their concerns and what they felt they needed from the police to feel safer living and working in their local area.

There are some crime types which are more prevalent in rural areas and bring unique challenges for policing – farm and agricultural crime, for example, or hunting and game sports – but for many rural residents their concerns are not that different from those of residents anywhere else in the county. They want the police to be visible in their local area as this helps them feel safe and reassured. They want their police service to engage with their community so that they feel connected rather than isolated. And they want to know that the police will be there when they need them, and feel confident to report crime, knowing they will get an effective response.

I pledged to take up their concerns and drive forward Norfolk's approach to tackling rural crime. While these concerns may not be unique, the way we work to address them needs to be. Our county's geography and the demands of policing a rural landscape mean a 'one size fits all' approach will not fit the bill.

One of my first decisions as PCC was to join the National Rural Crime Network where, together with PCCs from around the country, strategies for tackling crime in rural areas and supporting rural communities are shared. I followed that in Autumn 2016 with a Rural Crime Summit, bringing together residents, business and landowners from Norfolk's rural areas to share their concerns and experiences and discuss a new Rural Policing Strategy for Norfolk. That summit was also supported by PCCs from our bordering counties, as well as the National Rural Crime Network Chair and North Yorkshire PCC Julia Mulligan, presenting an ideal opportunity for us to sign a Rural Crime Concordat pledging to work across our borders to tackle the crime issues affecting rural communities.

Having launched Norfolk's Rural Policing Strategy, taking account of the feedback shared at the Summit, I then held my first 'Barnstorming' event in Snettisham. The purpose of this event, which will be held regularly in rural locations across Norfolk, is to give local residents and members of the farming and rural business community updates on crime and policing where they live and work, and the chance to question me and a panel of experts about all aspects of rural crime.

The Barnstorming events run alongside the Community Rural Advisory Group (CRAG) meetings which have been introduced by a working group of partners, including Norfolk Police, with the shared goal of driving down crime in rural areas. The CRAG meetings are held on a quarterly basis, and link in with the Eastern Region Rural Crime Working Group to share information and track crime trends moving from district to district, and county to county.

Since the launch of Norfolk's Rural Policing Strategy, the police response to rural crime fighting in Norfolk – known as Operation Randall – has been invigorated. From a starting point of 70 recipients when I was elected, the Operation Randall newsletter is now received by 2,000 people. That number continues to grow and we want many more subscribers. It is crucial information and feedback are shared with, and advice given to, our rural communities – and the newsletter is one mechanism for that.

A year ago, we had six Special Constables dedicated to rural crime; today we have a team of 23 Special Constables, led by a Chief Inspector. We also have Special Constabulary horse and quad bike teams. There are 20 wildlife officers working across the Force, developing their knowledge base, and the Force is working in partnership with the National Wildlife Crime Unit. Operation Galileo – the Constabulary's operation against hare coursing – is proving successful. We have also seen the number of raves fall from 51 in 2007 to 11 last year.

I have launched an initiative to protect lead roofs on our heritage buildings, targeting the cowardly attacks on them. With thefts up from 24 in 2014 to 30 last year, this is an area of considerable concern to me. The Raise the Alarm campaign, supported by the Diocese of Norwich, other church groups and the community at large, is helping to protect those buildings in the county identified as most vulnerable to lead theft.

In addition, the Force, with investment from my office, is using the very latest technology to cut off crime at its source and prevent incidents from happening in the first place. Using Automatic Number Plate Recognition (ANPR) to target our road network, our police have seized nearly 300 vehicles, and arrested more than 200 people. Norfolk Police continues to work with forces in Suffolk, Cambridgeshire and Lincolnshire on joint operations to target rural crime.

## IMPROVE ROAD SAFETY

When talking to the people of Norfolk about their safety concerns, dangerous driving is one of their top worries. Norfolk's approach to enforcement and education focusses on the Fatal 4 – excess speed, drink and drug driving, using a mobile phone while behind the wheel, and not wearing a seatbelt.

Our police are engaged with the Norfolk Road Casualty Reduction Partnership and work all year round to enforce our driving laws. They also run targeted enforcement campaigns during periods such as Christmas or the summer months when offending traditionally increases and, with it, the risk to the safety of all road users. These campaigns also succeed in raising awareness of the dangers of the Fatal 4 with support from partners, including local media, and I was pleased to work with Radio Norfolk this year supporting its 'Hands Off' mobile phone campaign.

I have also been working with Norfolk Police on the development of a new approach to combatting dangerous driving in our villages and more rural locations, away from the major roads where enforcement teams and speed cameras are most commonly seen. I have already spoken about the partnership between police and Community Speedwatch volunteers - one of the ways local policing teams are tackling safety concerns in their neighbourhoods. Those schemes are running in both urban and rural areas, with our Special Constabulary playing an active role around the county.

But there is only so much that enforcement can achieve when it comes to keeping Norfolk's roads safe. Education also needs to play its part and that is why I launched the #Impact campaign aimed at educating young drivers.

#Impact has been touring schools and colleges across Norfolk since its initial launch in November 2016, engaging so far with over 2,000 young people and being shortlisted for a national award. The campaign, which is actively supported by Norfolk Constabulary, Norfolk Fire and Rescue Service and the East of England Ambulance Service, highlights what can happen when things go wrong behind the wheel.

Spearheaded by Thomas Semmons, a young driver from Scarning near Dereham, who survived a crash after losing control of his car in bad weather, students hear of his experience and witness a volunteer being rescued from a wrecked vehicle by the emergency services. Feedback from the young people participating in #Impact has been very powerful, with many saying the campaign has made them more aware of the impact of their and other people's actions while on the road. We are now looking at the next stage of the campaign and ensuring it stays relevant to, and continues to have an impact on, our next generation of drivers.

## PREVENT OFFENDING

I made a pledge early on in my term as PCC that prevention and early intervention would play a key role in my work as PCC. While it is vital that we ensure victims of crime are properly supported, and offenders brought to justice, in an ideal world the crimes involved would not happen at all.

Norfolk Police continues to work in partnership to tackle those crime types which pose the greatest risks to our communities, such as violent offences and domestic and sexual abuse. Through the Domestic Abuse and Sexual Violence Board, Norfolk Safeguarding Children Board and Multi-Agency Safeguarding Hub (among others) our police join forces with partner agencies to identify vulnerability and risk, delivering early intervention and preventative action.

Alongside these partnerships, events like the domestic abuse conference organised by Leeway and the 'Mind the Gap' child sexual exploitation conference, which I was pleased to help fund, enable professionals from statutory, private and third sector organisations to share best practice. The theme of 'Mind the Gap' was digital media and how children and young people are targeted and put at risk of exploitation and abuse.

A survivor panel has been established between Victim Support and Norfolk Constabulary which meets quarterly and enables domestic abuse survivors to share their views on the police response they received and help shape future service delivery. Among other things, the group has had the opportunity to feed back to the Constabulary on its domestic abuse refresher training package rolled out to officers.

As well as focusing on reducing the risk and harm experienced by victims of crime, we also work with those who commit crime or are vulnerable to offending.

This year, Gateway to Employment, an initiative which helps ex-offenders find work, reached a major landmark of 75 Norfolk employers signed up. In partnership with the Department of Work and Pensions (DWP), Gateway to Employment works with local employers to secure training, apprenticeships and employment opportunities for those with criminal convictions – a strategy which has been shown to significantly reduce reoffending.

During 2016, my office was awarded funding from the Ministry of Justice (MOJ) for an innovative project diverting women out of the criminal justice system by providing support to address the causes of their offending which, in many cases, include them themselves having been the victim of harmful crimes.

We had extensive engagement with criminal justice agencies and organisations supporting women at risk of offending, leading to the design, procurement and implementation of the Women Offenders of Norfolk, Diversion, Engagement and Rehabilitation (WONDER) programme.

The programme began in February 2017 and is a central plank of my strategy to prevent offending and reduce victimisation, demand on the police and criminal justice system, and the harm caused to the offender, their families and their communities. My office teamed up with Julian Support, the Sue Lambert Trust and the Magdalene Group to deliver the initial 12-month WONDER pilot project, working with female detainees released from police custody facilities in Wymondham and King's Lynn, assessing their personal circumstances and developing tailored support plans. The scheme has since received a further cash-boost from the MOJ which will enable it to expand across the county for another three years.

Over the next three years, I have also committed my support to Norfolk and Suffolk's Integrated Offender Management (IOM) scheme which identifies and manages the most persistent and problematic offenders. IOM helps to improve the quality of life of communities by reducing the negative impact of crime and reoffending, including the number of people becoming victims of crime. The funding I provide supports the IOM key worker role – a post which has been shown to successfully engage with vulnerable people and their families, helping offenders recognise, understand and take responsibility for their behaviour and re-engage with their communities.

I also continue to help fund the work of Norfolk's Youth Offending Team (NYOT) – a multi-agency partnership whose aim it is to prevent children and young people from offending and help them restore the damage caused to their victims. The NYOT works to make Norfolk an even safer place to live and help young people achieve their full potential in life.

As well as continuing to support the NYOT, I am also pleased to be working with our local policing teams to target crime and disorder affecting Norfolk's young people. I was proud to bring the StreetDoctors project to our region for the first time to educate young people about the dangers of knife crime. So far, some 110 young people from Norwich and Great Yarmouth have taken part in the initiative with more set to follow in 2018 and 2019. The Streetdoctors teach life-saving skills while simultaneously raising awareness and understanding that individual actions have consequences and that, where knife crime is concerned, those consequences, for all involved, can be severe.

This year we also saw the unveiling of the Thetford Graffiti project, funded by my office. The project saw students from Thetford Academy and Catch22 team up with the NYOT and Thetford Police Cadets to create a colourful series of artwork to be displayed in the underpass close to Thetford Priory. One of the concerns expressed to me on one of my early visits to Thetford was the amount of graffiti that was blighting a market town of outstanding beauty. By working with the local policing team, and street artist Mik Richardson, the local community was empowered to turn something perceived as negative and destructive into something of which they can be proud.



## SUPPORT VICTIMS AND REDUCE VULNERABILITY

On behalf of the Ministry of Justice (MOJ), I have responsibility for commissioning services for victims of crime in the county, including specialist services for victims of domestic abuse and sexual violence, and restorative justice services for victims of crime.

In providing these services, my office works within the MOJ Victims Services' commissioning framework and is compliant with the EU Directive on Victims and the Victims' Code of Practice.

In 2016/17, my office provided a range of specialist and non-specialist victim support services across Norfolk, using over £1 million of funding from the Ministry of Justice and additional funding from my commissioning budget in order to meet the needs of those affected by crime in our county.

The information which follows provides an overview of victims' services commissioned during 2016/17.

Full details of commissioning funding allocated can be found on the Norfolk PCC website.

### Victim Assessment, Referral and Support

The Victim Assessment and Referral service is provided by Victim Support and delivers initial assessment of victims' support needs and, where relevant, an onward referral to specialist support.

This service is available to all victims of crime in Norfolk, regardless of whether they report the crime to the police.

In 2016/17:

- 28,624 referrals were processed
- 21,665 cases were created, 6,310 enhanced and 15,355 standard
- 4,142 assessments completed
- 1,712 cases were supported
- 1,232 victims received in depth support including advocacy and emotional support
- 2,205 services were delivered
- 3,095 needs were met
- Self-referrals increased to 14% of total referrals
- 95% of victims were satisfied with the service delivered
- 0 complaints were received.

### Services for victims of domestic abuse

#### **Norfolk Independent Domestic Violence Advocacy Service (IDVA)**

The IDVA Service, which is provided by Leeway, covers the whole county and is co-located in the Multi-Agency Safeguarding Hub (MASH). It supports high-risk victims of domestic violence over the age of 16.



In 2016/17:

- 1,955 referrals were received, including 1,021 high risk victim referrals
- 71% of clients referred were engaged with
- 243 Claire's Law Disclosures were supported. Claire's Law is the domestic abuse disclosure scheme which allows the police to disclose information about a person's known history of violence or abuse where there is a pressing need to disclose that information to protect a potential victim
- Leeway secured Leading Lights quality assurance accreditation for providers of domestic abuse services.

### **Domestic Abuse Triage Service**

In 2016/17, this specialist domestic abuse gateway and triage service:

- received over 3,500 referrals
- conducted over 1,500 needs assessments
- made over 600 follow-on referrals for further support
- provided safety advice to over 2,000 clients.

### **Domestic Abuse Support Service in West Norfolk**

My office provided funding to the Pandora Project to provide advocacy, advice, support and information to victims of domestic abuse in West Norfolk, including one-to-one support around domestic abuse issues.

In 2016/17:

- the Freedom Programme, which helps victims understand the abuse suffered and learn what to expect from a healthy relationship, was delivered to 48 clients
- the Escape the TRAP (Teenage Relationship Abuse Programme) was delivered to 25 young people
- approximately 100 clients were supported on a one-to-one basis and 100 child clients were supported.

### **Enhanced Support for Children and Young People Experiencing Domestic Abuse**

This service, which I commission through Victim Support, supports children and young people affected by domestic or relationship abuse. It is delivered in Norwich, King's Lynn and Great Yarmouth, working with children and young people aged between 4 and 18 years old.

In 2016/17:

- there were around 250 referrals to the service
- the average length of support was between three and six months
- 19 educational sessions were delivered.

### **Domestic Abuse Co-ordinators**

Together with Norfolk County Council's Children's Services department, my office provided joint funding for three domestic abuse coordinators during 2016/17. The coordinators established, trained and maintained a network of 500 Domestic Abuse Champions to work across the public and other sectors as a first point of contact for people affected by domestic abuse. They also provide a referral mechanism into more specialist support services, and are integral to how we, as a county, are working to increase disclosure of victimisation and abuse.

## Services for Victims of Sexual Violence

My office commissions the Sue Lambert Trust to provide specialist support to victims of offences including childhood sexual abuse, rape, sexual assault and domestic violence.

At the end of 2016/17, 196 clients were receiving weekly counselling, of whom 24 were being supported through the short-term counselling service and 172 through the long-term counselling service.

During 2016/17, Victim Support was also commissioned to support victims of historic child sexual abuse, with 130 people referred to the service (26 men and 104 women).

## Support for Victims of Child Sexual Abuse

For a three-month period during 2016/17, my office funded therapeutic support for children and young people who had reported being sexually abused. That support service, which also worked with the families of the victims, was established to create a referral pathway from Norfolk's Sexual Assault Referral Centre while a long-term pathway was being created. In total, 11 children and young people were supported through therapeutic treatment.

## Restorative Justice Service for Victims

The service, which is a requirement of the Ministry of Justice, is open to all victims regardless of crime type via self-referral or referrals from the police or other agencies. It enables victims of crime to state directly to the offender how they have been harmed by their actions and what can be done to repair that harm. It also gives the offender the opportunity to acknowledge and address their actions and the harm caused, and take steps to change behaviour.

In 2016/17, I can report the following outcomes:

- 41 victims were given initial information about Restorative Justice
- 10 victims took up the offer of service and preparation for a Restorative Justice intervention was carried out.

In Norfolk, we are committed to use of restorative approaches, and my office is represented on the county Restorative Approaches Board. That Board is currently working to develop a restorative approaches strategy for Norfolk.

As well as providing support services for those affected by crime, I have also put in place additional support for vulnerable members of the public seeking help from, or otherwise coming into contact with, our police force.

We have a dedicated team of mental health nurses within the Norfolk Police control room and that initiative has proven a real success in improving safeguarding for vulnerable people and supporting call takers and frontline officers in their interactions with the public. This year, I decided to fund the appointment of an additional mental health nurse to join that team, providing the capacity, where appropriate, for a nurse to be deployed directly to the scene of incidents, as well as offering better mental health support for officers and staff in coping with the demands and impacts of their jobs.

I have also funded the addition of a drug and alcohol worker to the team in the control room, providing 'real time' advice to officers and staff dealing with substance misusers and improving police-public interactions. By having a drug and alcohol specialist in the control room, we are also making use of established links with local drug and alcohol services to refer those coming into contact with the police to the help and support they need to address the causes of their vulnerability or offending behaviour.

## DELIVER A MODERN AND INNOVATIVE SERVICE

An important strategy available to us, where appropriate, is to invest to save – to save time, to save money and to ensure we are making the best possible use of the tight finances, stretched resources and new solutions available to us.

I have pledged to ensure that our police have the necessary tools so they can operate more productively, efficiently and safely and so we can build resilience for the future face of policing. I believe strongly that modern technology will drive improvements in investigations, proactive patrolling, the protection of vulnerable people and the management of offenders. Having a mobile and accessible workforce, will also help improve the visibility of our police service, and investment in digital policing will make it easier for people to make contact with the police wherever they are in the county.

To tackle the crime affecting our communities in the 21st century, we need to look at the 21st century technology available to us.

Our police officers and staff need computing technology they can rely on, give them access to the systems that hold police information, and can keep up with the pace of investigating crime in the 21st century. With this in mind, I agreed to bring forward a refresh of desktop and laptop computers across the Force to ensure policing efficiency and effectiveness are not compromised by equipment which is not up to the job. I will also be supporting a Constabulary-wide drive to improve the mobile computing capability available to our police to ensure best use of police time so they can spend less time behind desks and more time out in our communities.



We do not want our police officers sitting in accident and emergency because of an assault, or tied up disputing spurious complaints. As part of my pledge to provide our police with the 21st century tools, body-worn cameras are being rolled out to policing teams across the Force. They will improve transparency over officers' interactions with the public, providing community reassurance, building confidence, reducing complaints and helping to keep our officers safe. They also have the potential to speed up the criminal justice system and deliver swifter justice for those affected by crime - it is more likely those committing crime will take responsibility for their actions if they have been caught on camera.

I asked Norfolk Police to explore the potential of drones. The benefits could provide a cost-effective approach to assisting our police in their work, complementary to the support of the National Police Air Service (NPAS) helicopter. I am delighted that the Force is trialling the use of this technology.

I also continue to support and invest in the Automatic Number Plate Recognition (ANPR) framework used in Norfolk. This proven technology enables our police force to deploy resources based on evidence to deter and detect crime occurring across the county, protecting our communities and creating an unwelcoming environment for those seeking to engage in criminal activity. ANPR has been used in the search for missing and wanted people, to disrupt organised crime and drug activity, and to help safeguard high-risk victims of domestic abuse. It is also a key tool in Norfolk's approach to fighting rural crime and has been used very successfully to target people involved in hare coursing, lead theft, fuel theft, burglaries and more.

But having an innovative police service which meets community needs of the communities it serves is not all about technology. Community input can be key to solving local issues or concerns, and I want to encourage and inspire police and communities to work more closely together to address issues in their area.

I launched a funding programme this year to support neighbourhood policing teams to work in partnership with their communities to tackle local crime and community safety priorities. Speeding and anti-social behaviour are some of the issues targeted by the initiatives I have funded, including Community Speedwatch schemes around Norfolk, a project aimed at reducing anti-social behaviour and safety issues related to motorcycles in areas of Norwich, and an anti-graffiti youth art project in Thetford.



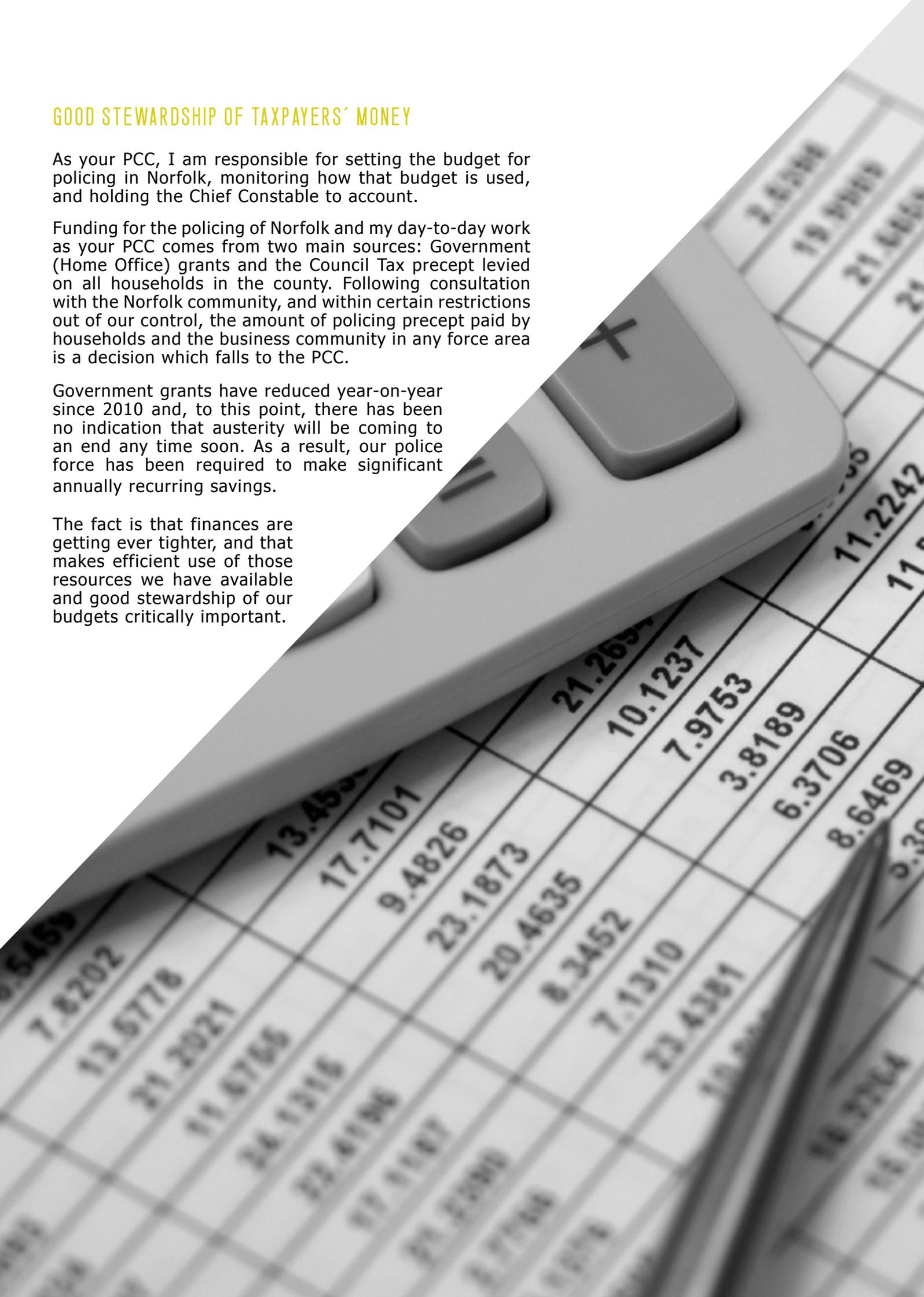
## GOOD STEWARDSHIP OF TAXPAYERS' MONEY

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

Funding for the policing of Norfolk and my day-to-day work as your PCC comes from two main sources: Government (Home Office) grants and the Council Tax precept levied on all households in the county. Following consultation with the Norfolk community, and within certain restrictions out of our control, the amount of policing precept paid by households and the business community in any force area is a decision which falls to the PCC.

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

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



## Where the money comes from

	Budget 2016/17 - £m	Budget 2017/18 - £m
<b>Government (Home Office) Grants</b>	88.3	87.2
<b>Council Tax</b>	60.6	62.5
<b>Approved Budget</b>	148.9	149.7

Even with no cuts to police grants for 2016/17, the 2% increase in police council tax was not sufficient to enable Norfolk's policing service to stand still in budget terms due to pay and price inflation and policing demand pressures. This made more savings necessary and, at the end of 2016/17, those annually recurring savings have totalled £34 million. Around half of that total has come from collaboration between Norfolk and Suffolk constabularies and, now with limited opportunities remaining for collaborative savings within that partnership, a regional team has been set up to look at wider change programmes.

Looking to the future, Norfolk's Chief Constable has actioned a comprehensive review of the way the county is policed, to establish what core policing services can be delivered – and in what way – in the longer term. I will monitor the progress of that review and the implementation of any resulting proposals, ensuring the Norfolk public's views are heard.

## How the money is spent

	Budget 2016/17	Budget 2017/18	
	£m	£m	%
<b>Employees</b>	123.9	128.9	86
<b>Premises</b>	8.9	15.9	11
<b>Transport</b>	3.6	3.4	2
<b>Supplies, Services &amp; Other</b>	17.5	20.6	14
<b>Capital Financing</b>	10.8	5.7	4
<b>Gross Budget</b>	164.7	174.5	117
<b>Other Income</b>	(15.8)	(24.8)	(17)
<b>Net Budget</b>	148.9	149.7	100

As well as day-to-day (revenue) spending, there is also an approved capital programme which includes estates work (new buildings, renovations or improvements), the renewal of the vehicle fleet and information technology (IT) and communications 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

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

At the end of the financial year, annual accounts are prepared and are subject to examination by external auditors who give 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 obtained. Strong procurement and contract management functions also continue to drive down the costs of goods and services.

In addition to the external audit process, internal auditors work throughout the year to ensure continual audit coverage of financial controls and risk. We also have an independent Audit Committee, the members of which consider both and internal and external audit reports.

Before the use of reserves, the total budget for 2016/17 was overspent by £0.7 million (0.5%) – an overspend of £1.3 million by the Constabulary, offset by an underspend (slippage) in my commissioning programme. Nearly £1 million of the Force overspend was as a result of the ill-health retirement of police officers. These retirements are managed through a medical process which is independent of the Chief Constable.

	<b>Budget 2016/17 £m</b>	<b>Outturn 2016/17 £m</b>	<b>(Over)/ Under- spend £m</b>	<b>%</b>	<b>Budget 2017/18 £m</b>
<b>OPCC</b>	1.0	1.0	(0.0)	0.0	1.0
<b>OPCC Commissioning (net*)</b>	1.0	0.6	0.4	40.0	1.0
<b>Operational Policing</b>	145.9	147.2	(1.3)	(1.0)	150.4
<b>Capital Financing</b>	10.8	4.0	6.8	63.0	5.7
<b>Use of Reserves</b>	(9.8)	(3.2)	(6.6)	(67.0)	(8.4)
<b>Total Spending before Use of Reserves</b>	148.9	149.6	(0.7)	(0.5)	149.7
<b>Contribution to PCC Reserve</b>		0.4	(0.4)		
<b>Contribution from Budget Support Reserve</b>		(1.7)	1.7		
<b>Contribution to Capital Financing Reserve</b>		0.6	(0.6)		
<b>Net Spending</b>	148.9	148.9	0.0		149.7

\* 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.

## Budget 2017/18

Looking ahead to 2017/18, and having consulted with Norfolk's communities 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 2%. This equates to an extra eight pence per week or £4.23 per year for households in a Band D property. That has provided a total approved budget for 2017/18 of £149.7 million.

With that decision taken into account, the current Medium-Term Financial Plan (MTFP) shows that by 2020/21 the budget gap (excess expenditure over income) will have grown, on present evidence, to £9.5 million. Towards this, savings of £6.5 million have been identified, leaving a gap of £3 million.

With 86% of the budget spent on people (police officers, police staff and police community support officers (PCSOs) 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 will be a great challenge for the Constabulary.

Full details of revenue spending in 2016/17, alongside the Medium-Term Financial Plan and capital programme, can be found on the PCC's website.

# POLICING

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

The Constabulary has a series of key performance indicators set within the Police and Crime Plan, some of which are new and, at the time of writing this report, remain under development. In my next Annual Report I will be in a position to feed back in detail on these performance indicators and, from January 2018, a performance webpage will be available on the Norfolk PCC website, providing details of progress. In due course, these indicators will be built into my regular monitoring and scrutiny of the work of our police, as outlined below.

One of the ways I hold the Chief Constable to account is through a series of public meetings. These meetings – known as the Police Accountability Forum – are held throughout the year and move around the county, ensuring both me and our senior police officers are visible, accessible and accountable to the Norfolk public.

At each Police Accountability Forum meeting, I ask the Chief Constable and members of his senior officer team to present an update on progress against the priorities set in the Police and Crime Plan. At every meeting, three themes are selected to focus attention in those performance areas, alongside a performance overview for the policing district where the meeting is being held.

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

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

# LOOKING AHEAD

## Complaints

The Policing and Crime Bill 2017 introduces new statutory requirements for PCCs which strengthen their oversight role in the local police complaints system. As well as giving PCCs explicit responsibility for ensuring the effective and efficient delivery of the complaints system, the Bill will make me, as PCC, the appellate body for those complaints appeals currently heard by the Chief Constable.

These changes will be introduced during 2018, with preparation work already being undertaken. I will keep the members of the Police and Crime Panel updated on progress in this area via its public meetings, and I will also cover this subject in greater detail in my next Annual Report.

## Emergency Services Collaboration

The Policing and Crime Bill 2017 also introduces a statutory duty on the three emergency services (ambulance, fire and police) to collaborate, along with a number of governance options for PCCs in relation to the fire and rescue service in their area. Norfolk Constabulary and Norfolk Fire and Rescue Service have been collaborating for a number of years and opportunities to collaborate further will continue to be considered.

As a result of this new legislation, I will be commissioning an outline business case to explore the local viability of the changes the Bill enables, and possible options moving forward. I expect to be in a position to review the outline business case later in 2017.

# GET INVOLVED

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

## Have your say

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

Keep an eye on the Norfolk PCC website for details of how you can ensure your voice is heard on the issues that matter most to you. All public consultations will also be widely promoted through traditional and social media.

I also invite you to come along to one of my regular Police Accountability Forum meetings with the Chief Constable where, as well as finding out more about policing in your area, you will get a chance to share your views with and put your questions to us both.

And my regular PCC surgeries provide another opportunity to discuss with me your crime or policing concerns. For details of when I will be coming to a venue near you, please visit the website - [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)



## Community advisors

The work of the Independent Advisory Group (IAG) helps ensure a community perspective is considered in all areas of policing business. The members of the IAG, volunteers from different community backgrounds across Norfolk, share their views, experiences and advice on key crime and policing issues with the aim of improving the quality of Norfolk's policing services.

For more information on the work of the Independent Advisory Group during 2016/17, please see Appendix B.

## Custody visiting

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 2016/17, the 27 custody visitors undertook 204 visits with 554 detainees. You can find out more in the Independent Custody Visiting Annual Report.

For more information on the work of the Independent Custody Visitors during 2016/17, please see Appendix C.

## Youth Commission

I have newly established a Youth Commission for Norfolk to ensure young people can voice their opinions and be heard. The Commission's members are aged 14 to 25 from all over the Norfolk policing area. By sharing their views and experiences of crime, policing and criminal justice system, the Commission aims to make sure local decision-makers not only understand young people's needs but are also working to meet them. Through peer research, members take the work they are doing to a wider youth audience, encouraging participation, gathering information and drawing conclusions to inform the recommendations they make to me as the county's PCC.

More information on the Youth Commission can be found on the Norfolk PCC website.



## CONTACTING YOUR PCC

You can contact me in the following ways:

**By post:** Office of the Police and Crime Commissioner for Norfolk, Building 8, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW

**By telephone:** 01953 424455

**By email:** [TellLorne@norfolk.pnn.police.uk](mailto:TellLorne@norfolk.pnn.police.uk)

Or via the **Norfolk PCC website:** [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)

You can also follow me, and the Norfolk PCC office, on **social media**.

# APPENDIX A - EQUALITY UPDATE REPORT 2016-17

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

Over the past year, my office and I have taken significant steps in meeting the objectives, and continuing this progress is paramount. Below I have set out how details of how we have worked to achieve all six objectives.

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

Norfolk is a predominantly rural county. Whilst this facilitates a peaceful lifestyle for residents and provides Norfolk with beautiful landscapes, it can lead to isolation which criminals exploit. As PCC, I have worked hard to engage with rural communities, to understand what their needs are and ensure that Norfolk Constabulary provides a fair service to Norfolk's rural residents. My engagement activity is not limited to rural groups. I have also met with many different organisations and individuals who represent the different religious, ethnic, age, and disability groups in Norfolk.

I have also met with organisations that support victims of domestic abuse, provide support to vulnerable people, and which represent the interests of Norfolk's businesses. They have told me about the crime issues that affect them and how I can help them, which I have used to help shape Norfolk's Police and Crime Plan and fulfil the other duties of my role.

Since taking office, I have welcomed feedback from all communities on my work and what concerns people have about crime and community safety in Norfolk. I endeavour to engage with everyone who contacts me and continue to encourage the people of Norfolk to contact me on issues important to them.

## 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.

The PCC office team is regularly reminded of its equalities duty, ensuring that staff always work to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. This ethos is clear within all strategies produced.

Additionally, all grant agreements into which the PCC office enters require the recipient organisation to be compliant with all anti-discrimination legislation, ensuring commitment to equality.

Finally, I, as PCC, have a scrutiny role to ensure that Norfolk Constabulary meets its equality duties too, holding the Chief Constable to account as appropriate.

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

The PCC office uses its commissioning capacity to provide services to vulnerable victims and people vulnerable to further victimisation through its Victims' Services fund. Through this, practical support for victims is provided via Victim Support, domestic abuse victims are supported through Independent Domestic Violence Advocates provided by Leeway, and The Magdalene Group provide The ROSE project, which works with those who have or are at risk of experiencing child sexual exploitation. All projects help support victims practically or with the emotional impact that crime has had on them.

In addition, my office is currently developing a Hidden Victims grant round. This will provide funding to support victims from groups targeted because of a personal characteristic and support victims of crime who are 'hidden' because of lack of reporting. The fund consists of £450,000 over three years and is intended to be released in the 2017/18 financial year.

Offenders, whilst having breached the laws that govern our society, need the opportunity to reintegrate with society on their journey to rehabilitation. That is why I support Gateway to Employment (GtoE), an initiative spearheaded by my office in partnership with the Department of Work and Pensions that encourages employment of ex-offenders and helps them gain skills which will improve their employment chances. As part of this initiative, my office has employed an ex-offender to help people going through the criminal justice system to access appropriate support and understand the criminal justice process.

However, not every ex-offender is ready to get into employment and may need different types of support on their journey to reintegrating with society. The Women Offenders of Norfolk Diversion, Engagement, and Rehabilitation (WONDER) Project works with women in police custody to assess their needs and develop support plans that aim to prevent future criminal behaviour. Whilst this project is in its early stages, other projects in other parts of the UK have helped to support vulnerable female offenders in turning their lives around.

Finally, I have expanded the size of a team of mental health nurses, who support the police from the control room by helping to respond to calls regarding people with mental health conditions. This team has had many successes and, importantly, it provides accurate information and ensures an appropriate response to those in mental health crisis.

### 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 2016/17, the 27 custody visitors undertook 204 visits with 554 detainees. You can find out more at Appendix C.

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

The public, my office and myself all play a role in scrutinising Norfolk Constabulary's compliance with the Public Sector Equality Duty through the external Police Accountability Forum, the internal Strategic Governance Board and Norfolk Constabulary's Equalities Board. All three platforms provide an opportunity for scrutiny regarding hate crime, stop and search, satisfaction, complaints and police workforce.

The current Norfolk Constabulary response to hate crime consists of ensuring staff are equipped with the skills and knowledge to respond to hate crime sensitively and effectively, which in turn will improve relations between the police and minority communities. Norfolk Constabulary's Equality and Diversity Strategy is due to be updated in the next financial year. It will aim to improve the Force's response to hate crime and my office has been consulted during its development. In addition to this, Stop Hate in Norfolk is a resource and response mechanism which is being developed between Norfolk Constabulary and Norfolk County Council. It will provide information on hate crime and make it easier to report.

Nationally, the police have been criticised for disproportionate use of stop and search legislation against minority communities, which has been viewed as discriminatory. Norfolk Constabulary receives scrutiny on its stop and search activity through two means: Norfolk Constabulary's Equalities Board and the Stop and Search Scrutiny Panel. The Norfolk Constabulary Equalities Board allows for scrutiny of stop and search statistics, whilst the Stop and Search Scrutiny Panel assesses whether, based on the evidence recorded in a stop and search record, there were sufficient grounds for a stop and search to take place. The Stop and Search Scrutiny Panel is made up of lay members who provide feedback on how a stop and search was conducted with the aim of identifying discrimination and improving police stop and search use.

My pledge to be visible, accountable and, in particular, accessible means that public concerns

regarding policing can be relayed to the police via myself. I have actively engaged with many different communities within Norfolk, listening to their views and acting on them. This is complemented by my office's participation in partnerships in Norfolk, in particular the Disability Advisory Forum and Community Relations and Equality Board and Norfolk Constabulary's Equality Board. Through these mediums, my office and I are able to gauge the satisfaction of communities with their police force.

Complaints are taken seriously by the police and are responded to in a robust manner. A small proportion of complaints that Norfolk Constabulary's Professional Standards Department receives relate to discriminatory behaviour. I have a statutory responsibility to monitor how the police handle complaints and appeals, and to ensure that their procedures are appropriate and being adhered to. I receive regular reports on their progress through the Police Accountability Forum and Strategic Governance Board. In 2018, PCCs will be given more powers under the Policing and Crime Act 2017 for the handling of public complaint appeals which would previously have been handled by the Chief Constable.

For a police force to be accepted by the community, its police should be representative of that community and conscious and responsive to diversity issues. Norfolk Constabulary is responsive to this need by advertising its job opportunities to communities that are underrepresented in the police, with the hope of attracting applications from minority groups. However, underrepresentation is even more apparent in senior police roles. Norfolk Constabulary has responded to this by ensuring that the promotion process is transparent and that positions are open to all. Once an officer has been appointed they undertake diversity training. This training covers expected behaviour for police officers, different communities and their cultures and advises on where to access support if needed. This training is provided by the Diversity Team who, in addition to training, provide expert advice to police officers and support them in their role.

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

I have made myself available to the people of Norfolk through multiple communication channels. Whether it was in person, via telephone or even Facebook Live, I have been available to answer questions and explore the opinion of the public on policing and equality matters. My office has maintained a transparent method of working, which includes updating its equality information on the Norfolk PCC website.

Over the past year, there have been changes to the members of staff who work in the office. The equality information published on the Norfolk PCC website has changed to reflect this. It now reads: Seven members of the team are male and ten 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 2016-17

Recruitment was the main focus of the 2016-2017 year, with a relaunch of the Norfolk Independent Advisory Group in late 2016.

The Norfolk Independent Advisory Group (NIAG) has 10 members, but a recent resignation from a member has presented an opportunity to run a recruitment drive for a new member. Chair Brian Walker and a Vice Chair Sally Fox were voted in at the 2016 AGM.

Norfolk PCC Lorne Green created the post of Engagement and Consultation Officer in his team at the OPCCN. The employment of this officer has enabled a dedicated staff member from the OPCCN to serve as a project lead and work with the IAG in supporting and developing the group needs.

The body of work for the NIAG has largely been around recruitment of new members to the group, promotion of IAG to both the wider public and internal to members of Norfolk Constabulary.

The IAG has focused on branding, promotion and production of information materials in order to raise its profile. Together with support from the OPCCN media and communications team, IAG members have produced an electronic 'about us' leaflet that provides a detailed profile of each member. This leaflet is displayed in electronic form on the constabulary's intranet. The information leaflet was also sent out as a part of an internal communications magazine.

With the support of the OPCCN Engagement and Consultation Officer, NIAG has developed a strategy to promote its working relationship with the constabulary and is ready to roll out an information session to all district policing command teams.

NIAG has been consulted by Norfolk Police on a variety of topics, including; homelessness, the travelling community, serious crimes, mental health, terrorism, and local youth.

As well as providing advice on a variety of issues, IAG members have also been involved in reviewing constabulary reports and policies. The force has sought IAG feedback on the following policies; child abduction, events on the highway, hostage crisis and negotiation, police support volunteers and road traffic collisions. NIAG are currently involved in reviewing a preliminary use of force report for Norfolk Constabulary.

As well as consulting on Norfolk Constabulary reports and policies, IAG members have also reviewed and provided feedback on the draft version of the PCC's Police and Crime Plan.

A crucial role of the members of the Independent Advisory Group is to work alongside the PCC and Norfolk Constabulary offering their opinion and advice, and sharing their community based perspectives with the aim of improving the quality of policing services for everyone. To better share such perspectives many members sit on or chair force boards or committees. Currently NIAG members sit on the following;

- Ethics Board
- Independent Stop and Search Scrutiny Panel
- Equality Board
- Emerging Communities Board
- Community Relations and Equality Board.

To continue effective working and building up a better understanding of the workings the constabulary, members have been for visits to the Control Room and attended public engagement opportunities with the PCC.

Brian Walker, Chair of IAG, offered the following review of 2016/17 saying: "IAG has grown in strength over the past 12 months through existing and new members who bring much knowledge, expertise and integrity to the group. In turn, Norfolk Constabulary have been able to utilise independent opinion in a variety of ways including strategic advice, problem solving and consultation in respect of impact assessments.

"The group enjoys lively debate and assists in reviews of policies and practices to ensure marginalised groups are dealt with fairly, justly and transparently. IAG is a developing and dynamic group which makes a very positive contribution to policing and justice in Norfolk."

# APPENDIX C – INDEPENDENT CUSTODY VISITING UPDATE 2016-17

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

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

## Organisation of the Scheme in Norfolk

Norfolk has 4 Police Investigation Centres (PICs) where detained persons are held. These are located in Aylsham, Great Yarmouth, King’s Lynn and Wymondham. Across the four PICs, there is a total detainee capacity of 92.

As of 31 March 2017, there are 27 ICVs participating in the Scheme across the county. The aim is that the Scheme is representative of the community, taking account of different ethnic origins, gender and age ranges. When new volunteers are recruited consideration is given to preserving and enhancing this representation.

The ICVs are split into 4 panel groups, each one serving one of the PICs. Each panel nominates a ‘co-ordinator’ who is responsible for creating a rota of visits. This ensures that only our ICVs know what day and time a visit will take place, so enabling the Scheme to remain independent and credible.

NORFOLK ICV DATA						Ethnic breakdown of total population (Norfolk ONS data 2011)
GENDER:		AGE:		ETHNIC GROUP:		
Male	40%	18-30	4%	White British	100%	92.4%
Female	60%	31-45	7%	White Other	0%	3.5%
		46-60	26%	Asian: Indian	0%	0.5%
		61-75	55%	Black: African	0%	0.4%
		75+	7%	Other: Any other ethnic group	0%	0.1%

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

## What is happening where you live?

Breakdown of visits conducted for the period 1 April 2016 to 31 March 2017:

PIC VISITED	NO. OF VISITS	DETAINED PERSONS HELD	DETAINED PERSONS AVAILABLE TO VISIT	DETAINED PERSONS VISITED	% OF DETAINEES VISITED (OF THOSE AVAILABLE)	DETAINED PERSONS NOT VISITED
Aylsham	51	114	98	83	85%	31
Great Yarmouth	51	354	159	142	89%	212
King's Lynn	51	378	184	126	68%	252
Wymondham	51	448	245	203	83%	245
TOTAL	204	1294	686	554	81%	740

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

## Issues reported from custody visits

No issues of serious harm or threat have been reported in the last year. There have been 83 positive comments recorded on visit reports relating to the fact that a detained person has felt that they have been satisfied with their treatment whilst in police custody.

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

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

In January 2017 a report from ICVs highlighted an issue concerning detainees who had been to virtual court and were remanded to prison, but were not being transferred to prison in a timely manner. One detainee had been in police custody for 4 days post their appearance at virtual court. The detainee had raised concerns about access to showers, exercise/fresh air and the food.

Further details were sought from the PIC Inspector as to why detainees were being held following being remanded to prison and to ascertain the impact that this may have on the staff within the PIC.

The response was that the PICs were seeing an increasing number of detainees being held post sentencing. The contract to collect detainees and transfer them to prison is funded by the Ministry of Justice (MoJ), with the company Serco being the current provider. Once a detainee is remanded to prison the PIC staff will inform Serco, who in turn will contact the prison to check that there is space and then will send transport to collect the detainee. The main issue appears to be with the time that it takes for Serco to collect these prisoners from the PIC. Before the introduction of virtual courts in the PICs, detainees would leave the PIC in a morning for their court appearance and would then be either released from court or transported to prison from the court. Serco now have to visit all police custody locations to collect prisoners and cannot always fulfil this on the day that the individual has been sentenced. It is not uncommon for an individual to be detained in police custody for up to 3 days when they should be in prison.

The PIC Inspector highlighted that those who are given custodial sentences are often vulnerable, with complex needs and often with mental health issues. These individuals therefore place a large demand on custody staff, including the medical staff.

As a result of the issue being raised by ICVs, the PCC questioned Norfolk Constabulary at the Public Accountability Forum (PAF) on 30 January 2017.

The Constabulary highlighted that there is an ongoing review of custody detention with an expected structure change to accommodate many issues raised including changes to the Bail Management Act. The PCC will table a further paper at the PAF scheduled for the autumn of 2017 to monitor constabulary progress.

### Want to know more?

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

A copy of the full Independent Custody Visiting Scheme Annual Report 2016/17 can be found on the Norfolk PCC website.

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

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

**Telephone:** 01953 423851

**Email:** [ICVAdministrator@norfolk.pnn.police.uk](mailto:ICVAdministrator@norfolk.pnn.police.uk)

**OPCCN, Building 8, Jubilee House, Falconers Chase, Wymondham, Norfolk, NR18 0WW**

**Telephone: 01953 424455**

**Email: [opccn@norfolk.pnn.police.uk](mailto:opccn@norfolk.pnn.police.uk)**

**Website: [www.norfolk-pcc.gov.uk](http://www.norfolk-pcc.gov.uk)**



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