

My Pledge To You

Norfolk's Police & Crime Commissioner
Two Years On



PCC's Pledge To You

- Keep Norfolk one of the lowest crime counties in the country
- Fight serious and organised crime
- Support victims of crime, vulnerable and elderly people
- Protect the frontline in the face of cuts
- Protect local policing from privatisation
- Use targeting and prevention to reduce demand on police
- Work with young people to stay clear of crime
- Listen carefully to the community, reaching out to minority communities and the disengaged to ensure policing is fair and equitable
- Reject party politics and work with other Independents to provide a national voice
- Use restorative justice to achieve long-lasting solutions.

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The question is often asked whether PCCs are doing a good job and how their success, or otherwise, can be measured by the communities on whose behalf they work.

When asked of me, I point to the reports by Her Majesty's Inspectorate of Constabulary (HMIC) which praise our work on domestic abuse, child protection and data integrity, deem Norfolk's approach to meeting the funding challenge 'outstanding' and our collaborative arrangements with Suffolk Police 'exemplary'.

I also refer to the internal and external audit reports which have given the finances over which I have control a clean bill of health for two years running.

I highlight the fact that, despite significant and ongoing cuts in Government funding, the difficult decisions that have to be made as a result of that and the ever-evolving demands for service from our police, Norfolk remains one of the safest counties in the country.

And I remind those asking that question about my pledge to Norfolk's communities. During my campaign to become Norfolk's first elected Police and Crime Commissioner, I made some promises about what I would do on their behalf, and by my pledge I agreed to be held to account.

As I reach the milestone of two years in office, I would like to take the opportunity to tell you a bit about what I have been doing to deliver against my pledge. If the HMIC reports, auditor reports and low crime levels aren't enough to demonstrate my success, then hopefully this update will give you some more evidence on which to judge how I am doing.

Stephen Bell

1

Keep Norfolk one of the lowest crime counties in the country

When I was elected Norfolk's first Police and Crime Commissioner, I inherited a high-performing police force with a history of driving down crime year on year.

But, having worked with Norfolk Police for many years as Chairman of the former Police Authority, I knew that maintaining that record and delivering my pledge to the county's communities wouldn't be easy.

Not only were we facing significant, and ongoing, cuts in Government funding and demands for millions in savings, we were also seeing a shift in the crime types affecting our county.

Norfolk has seen the emergence of new patterns of offending, with increases in the reporting of serious sexual offences and domestic violence, and more cases of adult abuse and child exploitation. These crimes often involve vulnerable members of our communities, they're often complex investigations and they require appropriate resourcing – something which is difficult to deliver when faced with such financial hurdles.

Setting my priorities for reducing crime and disorder in our county, I was guided by what the people of Norfolk told me mattered to them most. I put the focus on reducing the crime types which cause the most harm to our communities – burglary, theft of motor vehicles, violent offences - as well as on tackling the reoffending responsible for a third of crime here.



Stephen with Chief Constable Simon Bailey

I increased the police element of the Council Tax last year by 1.97%, not only to minimise the impact of the considerable funding shortfall on our policing service, but also to give our Chief Constable the best chance of meeting the demands of investigating and supporting

the victims of the sexual offences and abuse cases being reported.

With an established, tried and tested police response and the continued development of innovative problem-solving approaches for tackling traditional crimes like burglary and theft, we were in a strong position to continue to make reductions in those areas and have made good progress.

And through setting up a county partnership focused on offender rehabilitation, I continue to work with local agencies to improve how offenders are supported to change the aspects of their lives that make them vulnerable to committing more crime. The support available to offenders prior to, during and after their release from prison is becoming



N-Compass website - www.ncompass.org.uk

more consistent, and we have developed a website to help ex-offenders identify and access sources of help. Knowing that having a job reduces the likelihood that someone will reoffend, we are also working with Norfolk's business community to build employment and training prospects for ex-offenders.

I am proud to say that, despite the challenges and thanks to the strong leadership of Chief Constable Simon Bailey and his predecessor Phil Gormley, your police force continues to perform exceptionally well. And I am delighted to see partnership arrangements in the county beginning to become more effective.

Yes, based on the latest figures from the Office of National Statistics, overall crime in Norfolk increased by 4.2% in the year to June 2014. But, to put that in context, we remain one of the lowest crime counties in the country with 46 crimes per 1,000 population – considerably lower than the national average of 65 crimes.

The crime figures are up, in part, due to the increase in reports of sexual and violent crime and, as the confidence of victims to come forward and report continues to grow, we could see further increases. Norfolk Police have stepped up to the mark, working smarter, creating better links with other agencies to share expertise, resources and information. I want all victims to feel confident that they can seek help and will get justice. If that means our crime figures go up on that basis, then I welcome that.

Crime recording by police has come in for much criticism in recent times, but Norfolk's communities should be confident that, in our county, crimes are recorded accurately. Don't take my word for it – look to the recent inspection by Her Majesty's Inspectorate of Constabulary (HMIC). We can always make improvements to our processes, and there are areas where more can and is being done. I will continue to monitor how our force works to deliver ethical, compliant crime recording.

Committed to keeping Norfolk safe and secure Simon Bailey - Chief Constable, Norfolk Police



In delivering against the PCC's Police and Crime Plan, I am committed to ensuring that Norfolk remains one of the safest counties in England and Wales and that we continue to tackle the crimes that cause the most harm, as well as dealing effectively with anti-social behaviour which continues to reduce.

Our services are evolving to ensure we improve the support we provide to those who are most vulnerable in our communities and I am determined that, despite the financial challenges we face, we have a first class police service for our communities, visitors and the businesses of Norfolk.

Stopping the revolving door Will Styles - Governor, HMP Norwich



**HM PRISON
SERVICE**

The PCC's broad and strategic approach to reducing offending has been a very positive fit with the mission in the three Norfolk prisons, 'preventing victims by changing lives.'

Stephen and Jenny have played a supportive role in the development of a café at Norwich Prison, which has been very successful in providing real employment for prisoners and ex-offenders and is also raising significant funds for charity, such as the donation of £3,000 we were able to give to Victim Support recently.

Most significant though is the excellent and tenacious approach that Stephen has taken to developing multi-agency partnerships. This is helping us to work effectively with other organisations to impact on the key issues for our offenders - drugs and alcohol, housing and employment.

The collaborative and focussed approach taken by the PCC is really helping to create a joined-up, positive and purposeful ethos in the criminal justice, rehabilitation and care organisations in the county. In a time when resources are very limited, it is clear that building a complete 'reducing reoffending community' is the right way to go for Norfolk.



2 Fight serious and organised crime

One of the things communities tell me is most important to them is frontline policing, but when you get into conversation with them it becomes



With PC on patrol in Norwich

apparent that their vision of the 'frontline' is linked with visible policing – the neighbourhood police officers and PCSOs on patrol in the market place, and the response officers out dealing with incident reports.

I recognise how important that visible presence is, not only for deterring and detecting crime but also for helping people feel safe, particularly the elderly or more vulnerable members of our communities. But the frontline is much wider than that, with a lot of frontline policing activity going on behind the scenes to tackle serious and organised crime.

We have policing teams working to tackle domestic abuse, rape and human trafficking. We have officers focused on computer fraud and other online crime like grooming and child sexual exploitation. And we have units for whom counter-terrorism is the focus. All of these things are vitally important, but much of this work is not seen by the public.



Ultimately, decisions on how to deploy officers and staff rest with the Chief Constable. The law does not permit me to interfere with operational policing, but I have a responsibility under the Strategic Policing Requirement published by the Home Secretary to ensure Norfolk has the

capability and capacity to tackle serious and organised crime, as well as overseeing the Constabulary's response. Mr Bailey has a real challenge, striking the right balance to deliver visible policing and response while maintaining the lesser seen functions that are so important to the safety of our county.

I can support our Chief Constable to a certain extent through budget decisions and, although not an easy choice, my decision to increase the police Council Tax precept paid by Norfolk's taxpayers for 2013/14 was, I believe, the right one. But as budgets become ever-tighter there's a limit to how far that support can stretch.

This challenge is not unique to Norfolk; police forces across the country are facing the same issues. Recognising that they can't afford to stand alone and, where serious and organised crime crosses county boundaries, cannot work in isolation.

Norfolk's partnership with Suffolk is well-established and I have also developed links with other PCCs in the region to extend that joined-up approach to tackling the key issues affecting us all.

More broadly, Norfolk benefits from linking with the Eastern Region Serious and Organised Crime Unit (ERSOU) and the National Crime Agency (NCA) which now has our former Chief Constable Phil Gormley as its Deputy Director General.



Stephen with former Norfolk Chief Constable Phil Gormley

3

Support victims of crime, vulnerable and elderly people

Supporting people who are victims or witnesses of crime, or who are vulnerable to becoming a victim, is one of my key priorities, and I welcomed the introduction of the Victims' Code in late 2013 as an important step on the path to making the criminal justice system more victim-centred.

I am committed to working with partners to not only ensure that victims' needs remain at the heart of policing and criminal justice, but also, where possible, prevent offences occurring and improve opportunities for Norfolk's most vulnerable.

I have a specific responsibility to obtain victims' views regarding policing and, from October 2014, became responsible for commissioning local services to support victims of crime.

Supporting victims and witnesses is one of four themes which guide my commissioning work. I have published a list of commissioning intentions on my website which I believe, based on a needs assessment for Norfolk, will help victims in our county to cope with the impact of crime and recover from the harm caused, and ensure they get the support they need as they go through the criminal justice system.

Finding out about victims' experiences of the criminal justice system and what they want and need in terms of support has been an important focus for me in my two years so far as PCC. Working with Norfolk and Suffolk Victim Support to set up a Victims Panel has been one way in which I have sought to do that.

I am very grateful to the victims of domestic abuse and sexual violence who responded to my call for feedback on their experience of the criminal justice system. Using victims' comments, and led by my Domestic Abuse and Sexual Violence Coordinator, Ian Sturgess, I have worked with partners to identify five focus areas for Norfolk. These include improving support for victims through police investigation and court processes,



Training GPs on domestic abuse **Ian Fox - Leeway**

Having recently retired from Norfolk Police, I have returned to work in the field of domestic abuse as I still believe it to be an issue that needs constant effort and can be tackled through multi-agency working.

I am grateful for the opportunity to use my experience in conjunction with Leeway's solid reputation to educate GPs in identifying patients who may be experiencing domestic abuse.

Praise for the training

'Informative and thought-provoking. I understand you have financed this initiative: thank you.'

working with children affected by domestic abuse, and delivering specialist training to organisations across the county so that help is readily available to all seeking it. Those focus areas are reflected in a countywide review of domestic abuse, being led by Norfolk's Community Safety Partnership and in which both Ian and my deputy, Jenny McKibben, are involved.



Two domestic homicide reviews in Norfolk during 2013 identified an urgent need for GPs and their staff to be trained to recognise the symptoms of domestic abuse. Funding I have provided from my commissioning budget has secured the delivery of a programme of training by local charity Leeway to all of the 115 GP practices in the county.

I have also teamed up with Leeway, as well as Orwell Housing, to provide independent advocacy support for victims of domestic abuse. And working with Norfolk Police and the Freedom Charity we held a



October's forced marriage conference, with Freedom Charity Founder Aneeta Prem

conference for agencies across the county to raise awareness of forced marriage, honour-based violence and female genital mutilation, looking at how we work as a county to tackle these issues.

Other initiatives I have been able to support, thanks to successful bids to the Ministry of Justice PCC Competed

Fund, include providing emergency access for young victims of crime to emotional wellbeing workers, helping them to cope and recover from what's happened to them. We have also been able to fund advocacy support for victims of domestic abuse appearing in our courts, and a court video link for vulnerable victims to give evidence.

And we've now got mental health experts working alongside police staff in the control room, to improve safeguarding for vulnerable callers, and there is more help for those experiencing hate crime in our county with three specialist advocates working in our communities to support victims and encourage reporting.



Putting victims first

Kate Biles -

Norfolk and Suffolk Victim Support

Stephen and Jenny have been strong champions for improved support for victims and witnesses. They are committed to placing those harmed by crime at the forefront of the criminal justice system and, during the last two years, we have been proud to work with them to campaign for change, develop new services and establish a Norfolk victims panel.

We look forward to continuing that important work in the year ahead.

4

Protect the frontline in the face of cuts

5

Protect local policing from privatisation

Working more efficiently and effectively in collaboration with other organisations has been a key part of my plan to protect Norfolk's frontline policing services as much as possible from the impact of budget cuts and deliver on my pledge not to look to privatisation.

Partnerships have been set up around the county bringing together different organisations to work towards shared goals. Community safety, tackling issues such as anti-social behaviour and domestic abuse, and protecting the vulnerable are not just matters for the police – they are relevant to the work of organisations across Norfolk.

It has been promising to see our partnership arrangements starting to become more effective over my time in office, and key milestones like the



Deputy PCC Jenny McKibben signing Norfolk's Mental Health Crisis Care Concordat alongside Care Minister Norman Lamb MP

signing of Norfolk's first Mental Health Crisis Care agreement give me hope for the future. As individual organisations continue to struggle with reducing resources, it is vital that we have a robust collective response to the issues affecting our county.

But our joined-up approach to working is not limited to our county boundaries – we also continue to work with our regional partners.

Suffolk Constabulary is Norfolk's preferred partner for collaboration. I remain committed to collaboration and I monitor joint activity between the two forces very closely.

Our work with Suffolk Constabulary has been commended as 'exemplary' by HMIC, with our extensive collaborative arrangements cited as a key contributor to the very good progress we have made in responding to the financial challenge.

The two constabularies have been collaborating for over four years, with the partnership yielding significant savings for both forces. We have a number of joint units and departments in areas such as protective services, custody, transport and IT with more to come.



In the last year, we have been pursuing further collaborative opportunities, not least the potential of a combined control room for the two constabularies and a shared support services hub. I was disappointed that those plans had to be parked in April 2014 following the Suffolk PCC's decision not to approve the proposals.

Taking those plans forward would have been beneficial to both counties in making the savings required and enabling us to reduce the impact of the funding cuts on our frontline. I know that the Chief Constable has had some difficult decisions to make in working up a Plan B, and with such a large proportion of the policing budget going on staff costs, some level of impact on our people is inevitable.

The office I inherited from the former Norfolk Police Authority was set up to support a committee-based structure. Over my first year as PCC, I had the opportunity to assess how that support fitted with the new role and make necessary changes - that, unfortunately, meant some redundancies. As a result of the restructure, an annual saving of £375,000 was realised. I am committed to protecting the frontline, and have given the majority of that sum, equating to £1.4 million over four years, to the Chief Constable to be spent on frontline policing services.

6

Use targeting and prevention to reduce demand on police

Over my time in office so far, I have met with many organisations who work locally to support (to name a few) victims of crime, the elderly, people with mental health issues, those who are affected by alcohol and substance misuse, offenders and vulnerable young people. Discussions have covered everything from youth offending to care for the elderly, domestic abuse to human trafficking.

What has struck me is how much expertise, knowledge and skill we have in Norfolk when it comes to recognising and addressing vulnerability. And through the eyes of those experts I have developed an understanding of how important prevention and early intervention are in minimising the risk of someone becoming a victim or offending, and how the right support can improve opportunities for the county's most vulnerable.

Wanting to help these organisations continue the good work they do is one of the reasons I launched the Safer Norfolk Fund. I was delighted to be able to support 25 projects in the fund's first year, including counselling for domestic abuse victims, a football club and youth café to help keep young people clear of crime, and recovery services for people with drug and alcohol issues.

Recognising the link between drug and alcohol misuse and crime, I have also launched a funding stream specifically targeted at tackling drug and alcohol issues in Norfolk.

An independent panel assessed the applications in October and I will announce the successful bids, based on the Panel's recommendations, shortly.



The work we have done to tackle reoffending and rehabilitate offenders in Norfolk, including helping them access help to change the things that make them vulnerable to committing crime, has also been key to reducing crime and the associated demand on our police. In addition, we have joined forces with military charities in the region to look at how ex-military personnel coming into contact with the criminal justice system can be better supported.



Stephen with mental health nurses Terri Cooper-Barnes and Jo Field, and Chief Executive of the Norfolk and Suffolk Foundation NHS Trust Michael Scott

And mental health has also been a big focus for me and my team. Following the success of a pilot project which introduced a mental health specialist into the police control room, I have worked with Norfolk Constabulary to secure a team of senior mental health nurses to provide real-time support for call-takers, helping improve

safeguarding for those with mental health conditions. As a result of the partnership between police and the Norfolk and Suffolk NHS Foundation Trust, there has been a 30 per cent drop in the number of Section 136s - which is when police officers detain someone considered to have mental health needs and require immediate care before taking them to a place of safety for assessment.

This is one example of how partners are working together to improve the system of care for people in crisis under the county's Mental Health Concordat. Norfolk was the first county in the country to make this formal commitment to improving mental health care support, which includes stopping mental health crises happening where possible by identifying vulnerability and intervening early, reducing demand on police and other services. My Mental Health, Drugs and Alcohol Coordinator Emma Hutchinson is leading the countywide approach to developing the action plan to steer us in delivering against the commitment we have made.

Specialist support for police control room Michael Scott - Norfolk & Suffolk NHS Foundation Trust

Having visited the control room and seen the scheme in operation, I have seen how valuable this collaboration is and am delighted that, by working effectively together, we're showing how committed we are to making the pledges laid out in the Mental Health Concordat a reality.

The addition of three more mental health nurses from our Trust will help ensure even more vulnerable callers who call the police receive a timely assessment of their mental health needs and are directed to the appropriate services.

Norfolk and Suffolk 
NHS Foundation Trust

WALKING WITH THE WOUNDED

PROJECT NOVA
IN PARTNERSHIP WITH



Supporting veterans in custody Colin Back - Project Nova

When I approached the police in 2013 asking for support for ex-military veterans in Norfolk, I was signposted to the office of the PCC. Stephen had a genuine interest in the wellbeing of ex-military veterans living in Norfolk, especially those that may come into contact with the police. He got the necessary buy-in to ensure my proposal of supporting veterans coming into custody would go through, and he offered me a desk and support in his office - above and beyond what was expected. I was introduced by the PCC office to many other organisations who could assist my cohort.

In the Project Nova trial, 111 veterans were identified in custody, with only two going on to reoffend within the timescale. This is undoubtedly due to the support I received enabling me to carry out my duties in supporting the veterans. Due to the project's success, we took on another role - supporting veterans in prison - and the PCC has offered the same facilities to my Prison In-Reach Coordinator to ensure that he can deliver his role as effectively as possible.

7

Work with young people to stay clear of crime

Norfolk faces particular challenges with regard to young people. We have a high number who are not in education, employment or training, and educational attainment is lower here than seen nationally. These things, along with the current economic situation, mean that young people are more at risk of becoming involved in crime and anti-social behaviour.

I continue to support the work of Norfolk's Youth Offending Team in delivering targeted intervention and prevention to young people who have committed crime or are identified as 'at risk' of offending.



Through my Safer Norfolk Fund and wider commissioning activity, I have been able to support local projects working with young people to help them stay clear of crime.

Those receiving a share of the initial £200,000 Safer Norfolk

Fund included a Norwich-based engagement project with young people identified as being at risk of offending or who have been victims of crime. I have also helped fund football coaching sessions and a gardening club for disadvantaged young people in Thetford, a programme to teach life skills to youngsters, and an evening youth café in King's Lynn.

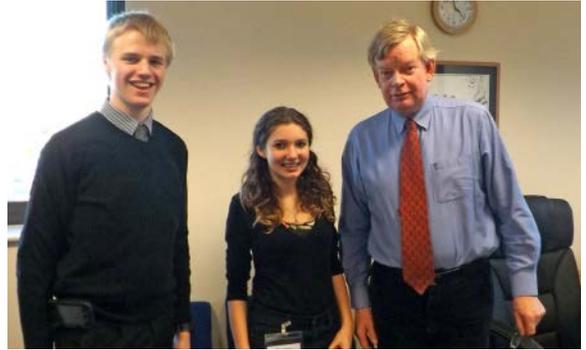
Being a victim of crime as a child can result in an individual being more likely to offend in later life. With a view to stopping that cycle, I have also supported projects working with children and young people affected by domestic abuse and sexual abuse.

I am also backing a project aimed at helping fathers build more positive relationships with their children.

I am committed to improving the local opportunities available to young people, and have looked at how I can contribute to that through my own organisation.

I have been proud to be involved in the national Children's Commissioner's Takeover Day for the last two years. Through such opportunities I hope to inform young people about the work being done in the county to keep Norfolk safe and secure, accommodating any specific interests they might have and maybe opening their eyes to a potential future career they might not have considered. It's also beneficial for me and my team as we get to see what we do from a young person's perspective and learn from them about how we can better communicate with and meet the needs of Norfolk's younger population.

Having been involved with the project work of the University of East Anglia's (UEA) Masters students during my first year in office, that partnership has now developed through a research and analysis graduate internship within my office. We have also joined forces with City College Norwich to offer a Social Media and Communications apprenticeship. I look forward to working with the successful applicants for these roles in the coming months.



Maddy and Calum join the PCC Office for Takeover Day

Supporting learning **Dr. Beatriz de la Iglesia,** **Senior Lecturer at UEA**

This type of collaboration is extremely beneficial for the university. It allows students to practice what they learn in a real environment. Furthermore, important opportunities for research and knowledge transfer arise, which help to capitalise on the high quality work going on in UK universities for the benefit of Industry and of the wider UK economy.

8

Listen carefully to the community, reaching out to minority communities and the disengaged to ensure policing is fair and equitable

Listening to the community is a key part of the PCC job. The people of Norfolk elected me to influence and oversee the work of Norfolk's police and other services involved in community safety and criminal justice on their behalf. But their involvement in keeping Norfolk one of the safest counties in the country didn't end with casting that vote.

The foundation of my Police and Crime Plan, and more specifically my objectives for reducing crime and disorder in Norfolk, are based upon what our communities told me matters to them. And communities continue to influence the work done to meet those objectives, through consultations on subjects like victim support services and community resolution for low-level crime, by having their say via my Victims Panel, or debating policing and crime issues from a community perspective as a member of my independent advisory panels.

One of those panels, the Disability Forum, was the driving force behind the introduction of Norfolk's Safer Places scheme, after some of its members voiced their concerns about going out in their local area. The Scheme, which has now been welcomed in seven locations around the county, provides vulnerable



A Safer Places scheme sticker being displayed in Dereham

and disabled people with somewhere to go for help if they feel scared, lost, bullied or harassed while out and about. Communities, local organisations and neighbourhood policing teams have embraced the scheme and, speaking to its users, I've heard first-hand the difference it is making, helping them feel safer going about their daily lives.

Over the last two years, I have been proud to support a number of community events celebrating diversity within Norfolk, including Black History Month and Norwich Pride. I was also pleased to help spread the message that hate will not be tolerated here as part of the Hate Free Norfolk campaign, joining with hundreds of groups and individuals in signing up to the Hate Free Pledge. And thanks to funding secured by my office we now have three specialist hate crime advocates working in our communities to inform and educate about hate crime and hate incidents and offer support to those affected by or concerned about hate in Norfolk.

I continue to run Norfolk's Independent Custody Visiting (ICV) scheme, ensuring detainees held in our custody facilities are treated fairly and



in accordance with their rights. I am delighted that the dedication and enthusiasm of one of our volunteer custody visitors, Trudie Needham (pictured), was recognised with a Mayor's Civic Award in King's Lynn earlier this year.

Promoting equality and tackling discrimination are priorities for me as Norfolk's PCC and, as such, I believe my commitment to making a difference in these areas should be visible at the highest level. By ensuring my commitment is firmly embedded into my pledge and Police and Crime Plan, I have sought to ensure promoting equality becomes a fundamental part of what I and my team do. I publish 6-monthly reports on how I am meeting my equality duties on my website.

As I now embark on the second half of my term in office, it is the right time to take stock and not only look back on what has been achieved so far, but also make sure the direction in which we are heading is still the right one for Norfolk. I have once again enlisted the help of Norfolk's communities in revisiting my Police and Crime Plan. I thank all who have taken the time to have their say; your comments and suggestions will influence a refreshed plan due to be published shortly.

9

Reject party politics and work with other Independents to provide a national voice

Over my first two years as your PCC, I've picked up a bit of a reputation for being outspoken. I make no apology for being vocal on the local and national issues which I believe will impact on crime and policing and our ability to keep the county safe and secure for our communities. Sometimes my views aren't popular and they might even be a bit controversial but, more importantly, they come from a position of wanting the best for Norfolk.

I have continued the stance adopted by the Norfolk Police Authority who I, as PCC, replaced, remaining committed to rejecting the influence of competitive party politics in favour of making decisions that are in the interest of Norfolk's people.

Increasingly, in the current financial climate, those decisions aren't easy to make – particularly when it comes to funding and the use of our stretched resources. Times are tough for Norfolk's households as they struggle to make ends meet and I would prefer to not have to add to their financial burden through increases in the policing element of the Council Tax. But, equally, our police service is facing tough times too and the risk of not listening to the warnings of our Chief Constable when it comes to capacity and capability to respond to Norfolk's policing needs are significant. As I said, the decisions I have to make may not be easy, but I truly believe that they are the right ones for Norfolk.

Having had both Labour and the Liberal Democrats condemn PCCs before their first term is even half done, I could respond by taking my foot off the throttle and coasting my way to May 2016. But instead, I issue this response: Give us time to bed in. Give us the opportunity to evidence the difference we are making. At the end of my term, go and ask all the people I work with – the police and other public services, and the voluntary groups, victim support groups and local charities who do so much for victims and the more vulnerable members of our communities – if they think PCCs are doing a good job. If they come back and say that we're totally useless then I'll concede to Labour and the Lib Dems that we need a re-think.

10 Use restorative justice to achieve long-lasting solutions

I am committed to ensuring that the needs of victims remain at the heart of policing and criminal justice. Part of that is understanding that justice does not look the same to everyone and a 'one size fits all' approach will not suit everyone.



For some victims of crime, having the opportunity to challenge behaviour and repair harm is as important as seeing blame assigned and punishment dispensed.

I am very supportive of the use of community resolution and restorative approaches by Norfolk Police, not just for the benefits they can bring to victims of crime in coping with and recovering from what's happened, but also because bringing offenders into contact with their victims and helping them understand the impact of their actions can reduce the likelihood of them offending again.

Having consulted with Norfolk's communities on what justice looks like to them, we now have a list of options (known as the Community Remedy) available for victims of low-level crime and anti-social behaviour to choose from should a police officer deem community resolution appropriate. As well as allowing police and other partners the flexibility to deal with a given situation, the Community Remedy offers a serious alternative to the court process, puts victims' needs first and gives them a choice in how they get justice.

The use of restorative approaches is not limited to policing, and I am working with partners across the county and beyond to build capacity and capability to deliver victim-focused restorative justice in Norfolk.



OFFICE OF THE POLICE & CRIME
COMMISSIONER FOR NORFOLK

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