

PCC ACCOUNTABILITY MEETING

(Purpose: To hold the Chief Constable to account and to enable issues to be discussed and decisions made in public)

Date: Wednesday 22 October 2025

Time: 10:00am

**Venue: Conference Room, Office of the Police and Crime Commissioner,
Building 7, Jubilee House, Falconers Chase, Wymondham**

Teams: [Join the meeting now](#)

A G E N D A

Item	Time	Agenda Item	Page Number
1.	10:00am	Attendance and Apologies for Absence	
2.		Declarations of Personal and/or Prejudicial Interests	
3.		To confirm the minutes and actions of the previous meeting held on Tuesday 8 July 2025	Page 3
4.	10:15am	Public Questions	Verbal Update
5.	10:35am	Police & Crime Plan 2025-29: Priority 1 - 'Preventing Crime'	Page
	10:55am	Refreshment break (if required)	
6.	11:10am	Police & Crime Plan 2025-29: Priority 2 - 'Cohesive Communities'	Page
7.	11:30am	Police & Crime Plan 2025-29: Priority 3 - 'Reducing Harm'	Page
8.	11:50am	Emerging Operational/Organisational Risks	Verbal Update
9.	12:00pm	A.O.B.	Verbal Update
10.	<u>Date of Next Scrutiny Meetings</u> Police and Crime Panel: Tuesday 28 October 2025 from 10:00am – 1:00pm		

	Strategic Deep-Dive Meeting on The Proceeds of Crime Act – Wednesday 5 November 2025 from 10:00am – 12:00pm PCC Accountability Meeting: Wednesday 4 March 2026 from 2:00pm – 4:00pm
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Enquiries to:

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إذا كنت ترغب في الحصول على نسخة من هذا المستند باللغة العربية، يرجى الاتصال بمكتب مفوض الشرطة والجريمة على 01953424455 أو عن طريق البريد الإلكتروني opccn@norfolk.police.uk

Summary of the PCC Accountability Meeting

Date: Tuesday 8 July 2025

Venue: Hybrid meeting held on Microsoft Teams and in the Conference Room, Office of the Police and Crime Commissioner for Norfolk (OPCCN), Wymondham

1. In attendance:

- Police and Crime Commissioner – Sarah Taylor, OPCCN
- Chief Constable – Paul Sanford, Norfolk Constabulary
- Temporary Assistant Chief Constable – Chris Balmer, Norfolk Constabulary
- Assistant Chief Officer – Peter Jasper, Norfolk Constabulary
- Director of Performance and Scrutiny – Sharon Lister, OPCCN
- Director of the Local Policing Delivery Unit – Ralph Jackman, Norfolk Constabulary
- Assistant Director of Performance and Scrutiny – James Stone, OPCCN
- Inspector – Lucy King, Norfolk Constabulary
- Sergeant – Richard Bell, Norfolk Constabulary
- Performance and Scrutiny Manager – Kirt Wilkinson, OPCCN
- Media and Communications Officer – Joshua Brown, OPCCN
- Staff Officer – Matthew Hillary, Norfolk Constabulary

1.1 Apologies for absence:

- Chief Executive – Mark Stokes, OPCCN
- Deputy Chief Constable – Simon Megicks, Norfolk Constabulary
- Chief Finance Officer – Simon George, OPCCN
- Assistant Chief Constable – Julie Dean, Norfolk Constabulary
- Director of Policy, Commissioning and Communications – Dr Gavin Thompson, OPCCN

2. Declarations of Personal and/or Prejudicial Interests

- There were none declared.

3. Confirm the Minutes and Actions of the Previous Meeting Held on Wednesday 16 April 2025

- The minutes from the PCC Accountability Meeting held on Wednesday 16 April 2025 were agreed to be a true and accurate reflection of the meeting.
- Action updates can be found on pages 12 and 13.

4. Public Questions

Public Question	Constabulary Answer
Shooting is worth £3.3bn to the UK economy and certificate holders are now charge full cost recovery fees for their license renewals and grants, yet new Grant applications in Norfolk are currently taking anywhere up to 12 months to process, causing an unreasonable delay to the public and impacting on local businesses. What is being done to reduce this backlog to more reasonable timelines, and how is the Norfolk PCC working with the Suffolk PCC in order to address this situation?	The Chief Constable (CC) confirmed that police forces receive a fee for every application they process. This fee, which is set by the Home Office, had not been increased for a number of years. However, following representations from policing there was a doubling of the fee earlier this year. The CC stated that even with the increase in fee, it does not cover the full costs incurred by the Constabulary for administering the licensing regime. It also does not help with clearing any of the backlog that has built up over a number of years. The CC stated that the licensing regime should be fully funded. He added that through the funding increase, Norfolk Constabulary (jointly with Suffolk Constabulary) has been able to recruit four extra people to process firearms applications. However, as a result of learning from the tragic incident that took place in Plymouth a number of years ago, the amount of work that needs to be undertaken for each licence review has increased. The training expectation for staff working in the Firearms Licensing Unit has also increased, resulting in more abstractions. The CC stated that firearms licensing efficiency isn't just about more staff, there is a need to speed up the testing of new technology, process automation and bots which should improve the efficiency of some of the administrative tasks. The CC confirmed that good progress is being made in this area. He added that some of the delays are caused by necessary medical checks. The Police and Crime Commissioner (PCC) stated that she and the PCC for Suffolk have made representations into the funding settlement.
What is Norfolk Police doing to support the governments knife surrender scheme in July?	The CC confirmed that there is a national knife surrender scheme that focuses on ninja swords which Norfolk Constabulary are supporting. The scheme is due to run throughout July 2025 and anyone can come forward and surrender these types of weapons, however the CC is not anticipating many surrenders of these swords. The CC stated that the Home Office has another scheme specific to

Public Question	Constabulary Answer
	London, Manchester and West Midlands which involve the use of a mobile van with a knife surrender capability, along with a number of bins which will be sited in areas of high knife crime incidents. The CC stated that research into the impact of knife bins is not compelling and further research to understand any benefits they could have in Norfolk would be helpful. The CC confirmed that previous knife surrender campaigns have taken place in the county, and we do see knives handed in, however it is difficult to determine if these are knives that would have been used in crime. The challenge with knife crime is that if someone is so motivated, they can get a knife from anywhere and it does not need to be a big knife to inflict lethal injury. Any decision about knife surrender bins in Norfolk would need to be a partnership one, it is not for the police to say yes or no alone. The CC stated this would be a helpful discussion point at a Community Safety Partnership meeting at some point in the future.

5. Police and Crime Plan 2025-29: Priority 1 – Preventing Crime

PCC Question	Constabulary Answer
Preventing Crime introductory comments.	ACC Balmer introduced the paper and confirmed that Violence With Injury offences have reduced by 8% compared to the long-term average. ACC Balmer stated that a significant portion of these incidents are Domestic Abuse (DA) related. Given these reductions, the Domestic Abuse and Sexual Violence Delivery Group (DASVG) priority to reduce overall volumes of domestic abuse and sexual violence through prevention and supportive interventions in communities, and by raising awareness, seems to be having an early positive effect. Following the 'Joint Targeted Area Inspection of the multi-agency response to children who are victims of DA in Norfolk' report, there is now a greater focus on recognising the voice of children which was a topic addressed within the report findings. ACC Balmer mentioned that the Constabulary established Operation Oilman which is a targeted piece of work in Norwich

PCC Question	Constabulary Answer
	which aims to reduce harm, increase public confidence, and prevent further escalation of youth related serious violence. Norfolk Constabulary has seen some positive movement in that direction. ACC Balmer commented on Project Vigilant where plain-clothes officers from the Community Policing Team patrol night-time economy areas and community spaces to identify concerning behaviours which has led to number of individuals being identified. ACC Balmer stated that neighbourhood crime is a challenging area and Norfolk Constabulary have seen an increase in the volume of neighbourhood crime overall compared to the previous 12 months and is now level with the long-term average. Furthermore, the charged rate percentage has decreased against the previous 12 months.
In regard to Retrospective Facial Recognition (RFR), what does the Constabulary define as RFR?	ACC Balmer confirmed that RFR is a technique that uses facial recognition technology to identify individuals from images or video footage after an event has occurred as part of a criminal investigation, comparing images against a library of images of people taken on arrest. This is different to live facial recognition, which identifies individuals in real-time.
Regarding Norfolk Constabulary supporting improvements to the Sexual Assault Referral Centre (SARC), what are the timescales for completion? What will the changes mean in practice for victims/survivors going there in future? Does the fact that these improvements have to be made indicate a shortfall in provision currently against best practice?	Improvements to the SARC have been made due to the Forensic Service Regulator requiring nationally that all SARC facilities are accredited to a specific standard by October 2025 (ISO accreditation), not as a result of any shortfall in local provision. ACC Balmer stated that in terms of timescales the refurbishment work has now been completed but the Constabulary will not consider the improvements finished until the facility is visited by the regulator later this year. For victims visiting the centre, this will not affect their experience. The improvements consist of additional steps taken during the forensic evidence collection process to provide greater assurance. The PCC summarised by stating the improvements, in order to meet International Organisation for Standardisation forensic accreditation standards, will ensure

PCC Question	Constabulary Answer
	that victims at the SARC can take comfort in the fact that the material is being assured in how it is being collected. ACC Balmer agreed that this was a fair summary.
The dashboard being created by the Horizons Team which will support the identification and targeting of repeat RaSSO (Rape and Serious Sexual Offences) suspects and offenders, is there a timeline as to when this will be integrated into the force, and will there be any training facilitated to ensure officers are using the dashboard effectively?	ACC Balmer confirmed that the dashboard is now live and available to RaSSO Police Sergeants. In terms of training, it is more of an enhancement on what they are already doing, so no specific training is required.
In relation to the Norfolk Investigations Improvement Board, what sort of impact is it expected that this Board will catalyse? How long is it anticipated before the impacts are felt more widely or become in some way tangible?	ACC Balmer stated that this is a board structure that enhances the work that Norfolk Constabulary has been doing under the 'Operation Investigate' investigations improvement programme for some time. They will be working around the five pillars of overall quality of investigations standards, making sure that the victims remain at the centre of the force approach. ACC Balmer added that the Constabulary will be making sure that they've got the appropriate learning and development for officers to draw from. ACC Balmer stated that work has already been done in making sure that the force has increased governance and accountability and ensure these mechanisms keep up with other changes made within the Constabulary, for example the introduction of District Crime Units which have seen some significant improvements in crime outcomes for victims. The force is already seeing benefits and are continuing to detect crime at a level that other forces would be envious of.
How is the Constabulary currently promoting Neighbourhood Watch (NW) across the county? How does NW support or otherwise assist policing operations in Norfolk?	ACC Balmer stated that Local Communications Officers promote the scheme through all of Norfolk Constabulary's social media sites and other communications channels. The Neighbourhood Watch Team hosted an engagement stand at the Royal Norfolk Show. ACC Balmer confirmed that all Norfolk Constabulary Safer Neighbourhood Officers have been trained in how to

PCC Question	Constabulary Answer
	use the NW system and what it can bring to the force. Beat Managers are asked every time they have a local priority setting meeting to keep talking about Neighbourhood Watch and to keep selling the benefits of it because the Constabulary knows that people who are members of a Neighbourhood Watch scheme feel safer in their communities. The PCC stated that the benefits are so well demonstrated and that is exactly why it is included within the Police and Crime Plan.
What is uptake like for wellbeing workshops? Has any work been done to understand how great latent demand is and to what extent it is being met?	ACC Balmer confirmed that the uptake is pleasingly high considering these are not mandatory sessions. There is good engagement and questions generated within sessions. ACC Balmer commented on how the Constabulary does not have latent demand figures, however the force is trying to upscale what they currently have in place and will continue to assess it. The PCC commented on how there has been a huge effort in this area, especially with the recruitment of wellbeing officers. The CC stated that he is aware there are a number of departments under immense workload pressure, including those that deal with sex offenders and the indecent images offences. The CC commented on how there is a two-pronged approach to this, and one is making sure the Constabulary has got a good safety net that has proactive initiatives in place for officers and staff working in these areas for a better welfare service. Furthermore, additional staff have been put into those departments as well to try and boost their resilience.

6. Police and Crime Plan 2025-29: Priority 2 – Cohesive Communities

PCC Question	Constabulary Answer
Cohesive Communities introductory comments.	The Director of the Local Policing Delivery Unit, Mr Jackman, started by commenting on the Neighbourhood Policing Guarantee, and confirmed that the

PCC Question	Constabulary Answer
	Government's ambition is an increase nationally of 13,000 neighbourhood officers. He confirmed that with the available funding, 17 police officers and 14 members of police staff are being allocated to Norfolk Constabulary. Mr Jackman stated that there should be no time-lag in this growth as Norfolk Constabulary have anticipated recruitment at this level. On the 10 April 2025 the Home Secretary wrote to all Police and Crime Commissioners asking them to ensure that in support of the Neighbourhood Policing Guarantee, immediate steps were taken by the police and their partner agencies to maximise opportunities for visible action to tackle anti-social behaviour and increase the safety of town centres and high streets this summer. In relation to road traffic collisions resulting in fatal or serious injury, Mr Jackman added that there is a myriad of joint operations to try mitigating such collisions, however these have increased against the long-term average but have decreased compared to the previous 12 months. In this reporting period 411 vehicles were stopped during planned Commercial Vehicle Unit (CVU) operations. He added that the Road Casualty Reduction Team continue to contribute to 'Fatal Four' enforcement through their daily deployments at collision hotspots and by supporting the Roads and Armed Policing Team (RAPT) days of action and other road safety operations. He added that the Norfolk Safety Camera Partnership operates several fixed site and mobile safety cameras at locations across the county. Shoplifting reports have increased by 28.6% compared to the previous 12 months and 60% against the long-term average, however Norfolk Constabulary has a high solved rate at 43.5%. He added that the Constabulary uses Out of Court Resolutions to help in this area. Mr Jackman stated that the force continues to develop the retail crime toolkit. There has been a decreasing trend in the recording of Hate Crime in Norfolk, however this reflects the national picture and continues to be an under-reported crime type. Mr Jackman stated that the Equality, Diversity and Inclusion team respond to community tensions,

PCC Question	Constabulary Answer
	with Great Yarmouth being the focus recently. In relation to rural crime, there has been partnership working with RSPCA and the Environmental Agency. Mr Jackman finalised by saying that the Constabulary has added an Appendix within the papers which details Keeping Towns Safer this Summer. There has been significant work in partnership with lots of organisations in this area.
If I were to ask the RAPT teams about their mission, what would they say?	The CC started by saying that the RAPT team would consider their number one priority to be to reduce the number of fatal and serious injury collisions on Norfolk roads. This includes a focus on the 'Fatal Four' offences (speeding, mobile phone use, not wearing a seatbelt, drink and drug offences). They also have a strong focus on tackling criminality on the Norfolk road networks. The PCC commented on how this was interesting as the public opinion seems to differ.
Regarding the retail crime action days, what do these constitute and how is success measured? To what extent are they successful and how will they be improved in future?	Mr Jackman stated that Norfolk Constabulary deliver Safer Business Action events through a partnership approach, which focus resources for the Constabulary in its responses to high visibility patrolling, tracking and providing a return to the Business Crime Centre. Outcomes are fed back into the community and these events have a prevention focus which impact on confidence and satisfaction. The PCC commented on how partnership working is well articulated.
It is noted the challenges regarding the roll out of Stop Hate in Norfolk (SHiN) training in Norwich, how long is the SHiN training and what is the uptake to date?	Mr Jackman confirmed that the training course is 2 to 2.5 hours long and 119 individuals have received training since 2024. He confirmed that the Constabulary would like to expand the provision.
In regard to organised crime, the link between fly-tipping and organised crime has been established for some time now. When I asked about this connect previously, it is fair to say that the Constabulary was at a very early stage of	The CC stated that there are other opportunities that are connected and operate across boundaries, such as heritage crime. The CC confirmed that Norfolk is a metal detecting hotspot. The Rural Crime Team carried out a number of regional operations and had success in deterring and catching

PCC Question	Constabulary Answer
understanding that relationship. How has the Constabulary been able to take account of this link in its work to address this issue, both with local councils and with landowners?	nighthawkers. Norfolk Constabulary have a police officer who has specialty in this area who promotes correct practice of metal detecting. In terms of fly-tipping, the CC sees it as organised crime as there is profit to be made. Mr Jackman added that there is an agreed way of working in principle which is being managed through the countywide Places and Spaces Working Group and the Community Safety Partnership. This has not been finalised as of yet. The PCC commented on how fly-tipping is such a waste of landowner's time, so is keen to see progress at pace. Action – have sight of progress please.

7. Neighbourhood Policing Update (Cohesive Communities Appendix 1)

PCC Question	Constabulary Answer
Regarding Operation Dynamo, why is this work important to the Constabulary and how are locations for this successful work identified?	The CC commented on how this links back to roads safety. The Constabulary has concerns of e-bikes and e-scooters at varying levels of legality and the Constabulary have no interest in targeting legal owners and users. He added that some of the speeds of these e-bikes are concerning but what the force are seeking to do is encourage legal and safe use. Too often e-bike/e-scooter users are not considerate to pedestrians. Operation Dynamo has been a Norwich specific operation, however the approach has expanded eastward. The CC stated that there needs to be significant educational piece in regard to this, and retailers play a part in this. Communications will be done by Norfolk Constabulary again around the Christmas period.
Will there be increased demand in the Constabulary Communications Team due to the amplification of outputs and outcomes of the 'Summer Plan' and, if so, what is the plan to deal with this increased demand?	The CC confirmed that this will not be problematic for the Constabulary as they are always looking to promote visible patrols and other activity, and communities want to know when officers are present.

8. Police and Crime Plan 2025-29: Priority 3 – Reducing Harm

PCC Question	Constabulary Answer
Reducing Harm introductory comments.	ACC Balmer started by commenting on Operation Orbit which has led to a lot of disruptive work in regard to Serious and Organised Crime (SOC). Seizures have been good, however the Constabulary is experiencing challenges with recording disruptions. ACC Balmer confirmed that a lot of work has been done in response to the areas of concern highlighted by HMICFRS and addressing their recommendations. He added that the SOC Local Profile will be signed off later this year. ACC Balmer confirmed that the force consistently remained over 90% for answering 999 calls in 10 seconds or under, and there was also an increase in the volume of 999 calls. ACC Balmer confirmed that there has been an increase in the volume of charges on DA and added that RaSSO performance continues to improve, citing Operation Soteria implementation as helping with that. In regard to value of service and additional workload, making sure there is adequate support for victims is crucial. Restorative Justice has seen a 700% increase in referrals, this underpins the value of that team. ACC Balmer finished by stating that the Victims Code of compliance continues to improve.
In relation to SOC threats in Norfolk, what is being done across agencies in Norfolk and out of county to tackle upstream threats and risks?	ACC Balmer stated that the Constabulary works closely with the Eastern Region Special Operations Unit (ERSOU) and other law enforcements agencies to deal with upstream threats and risks. He added that lots of work has been done in this space within the last five years, so they are well joined up here.
It is encouraging to see solved rates for DA, stalking and harassment, and RaSSO increasing, is there anything specific that is contributing towards this? From a victim angle there appears to be a disconnect, specifically with stalking.	The CC stated that the Constabulary's work here is far from done and further improvements still need to be made. He added that it is startling to see the volume of violent crime that is DA related. The CC confirmed that Norfolk Constabulary does not have a dedicated Stalking Unit so there is a need for more upskilling across the workforce on how stalking is perpetrated, including non-DA-related cases.

PCC Question	Constabulary Answer
	ACC Balmer stated that in relation to stalking, force-wide development work continues as part of the VAWG Action Plan. He added that Norfolk Constabulary have a network of Vulnerability Champions, and he has asked that a recent stalking related training offer is explored to further upskill them. At monthly meetings, Area Commanders set priorities and identify the highest harm DA and stalking offenders for targeted activity. The PCC stated that it would be helpful to have it set out plainly and would like an update on the victim's perspective of stalking (non-DA related). She added that there need to be continued reflection in this area.
In relation to the RaSSO training, how is the victim's experience being brought into the lessons learned and continuous improvement of this approach in the Constabulary?	ACC Balmer confirmed that the victim's experience is absolutely brought into the lessons learned and continuous improvement, however he stated that this is always a sensitive issue due to the risk of re-traumatisation. The Constabulary has recently identified victims to help with this. These victims praised the Constabulary, however they also identified some areas for improvement. A recording of a victim talking about her experience of contact with the police has been utilised within first responder training so that police officers understand that this isn't just an evidence gathering process. ACC Balmer confirmed that there is also an existing Rape Scrutiny Panel which doesn't include any primary victims but has members who work directly with victims.
In relation to the 12 month reported outcomes, 50% of those 'harmed' and who participated in Restorative Justice (RJ) say that RJ increased their feelings of safety and wellbeing. What about the other 50%? Do these tend to feel no difference or are there measures of harm being identified in those reported outcomes?	ACC Balmer confirmed that the other 50% either didn't respond to the survey or gave a neutral position.
With the efficacy of RJ, have the Constabulary got a sense of the counterfactual?	ACC Balmer confirmed that the Constabulary does not have a sense of reoffending rates following an RJ intervention to that level of detail as what you

PCC Question	Constabulary Answer
	would get from a randomised control trial, however there does appear to be lower levels of reoffending against other areas seen. The CC added that as a Chief Officer Team there have been early discussions about the Independent Sentencing Review, and they are expecting more detail soon to be able to take a considered position. Norfolk Constabulary are ready to respond. The CC stated that there are time-saving benefits to be made and the sentences that are sometimes given have a sanction that is of less utility than some of the things that can be achieved through RJ.

9. Emerging Operational/Organisational Risks

- Sentencing Review – The CC stated that there will be a need to monitor this very carefully. Norfolk will see more offenders being managed outside of prison as a result of this. The CC mentioned that there will be a £300 million transfer of costs to the police as a result, and it could impact on crime levels within the county. Success will be dependent on alternatives being resourced appropriately.
- Neighbourhood Policing Guarantee – The CC confirmed that the spending review has been announced, however they are yet to understand Norfolk Constabulary's allocation over the next three years. The CC stated that the settlement needs to come as soon as possible.
- The CC mentioned that the police officer pay settlement is due to be announced at the end of July, so this will need monitoring.

10. Any Other Business

- There were no items raised.

Actions

Description of Action	Action Update/Decision
Action 16 (16 April 2025): The CC is to look to refresh the Constabulary communications on Road Safety specifically linked to the Highway Code changes implemented in 2022.	Activity has been completed and shared on social media platforms. Action closed.
Action 17 (16 April 2025): DCC Megicks is to provide the PCC with a report on the progress being made to recruit an additional resource in the Restorative Justice Team with OPCCN funding.	DCC Megicks confirmed with the PCC in April 2025 that the post within the Restorative Justice Team has been filled. Action closed
Action 18 (16 April 2025): The Performance and Scrutiny Manager is to confirm from previous PCC Accountability Meeting summaries whether there was mentioning of the DA Matters Training force-wide roll-out now being complete and is to report back to the PCC.	The CC confirmed that 832 first responders have been trained along with 75 Domestic Abuse Matters Champions. The training has been paused for the summer as that is the peak abstraction period, so a lot of training gets paused over that period of time. The CC confirmed that the training will commence again in September with an aim to train another 600 officers and 60 more DA Matters Champions. Action closed
Action 19 (16 April 2025): The CC is to incorporate a Neighbourhood Policing Guarantee update into the summer PCC Accountability Meeting reports.	Details included in the appendix of Cohesive Communities paper. Action closed.
Action 20 (8 July 2025): The Constabulary is to include updates on fly-tipping and the victim's perspective of stalking (non-DA related) in the next PCC Accountability Meeting papers.	New action.

Date of Next Meeting:

Wednesday 22 October 2025

Signatures



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Sarah Taylor
Police and Crime Commissioner



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Paul Sanford
Chief Constable



ORIGINATOR:

Chief Constable Paul Sanford

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – October 2025

SUBJECT:

Constabulary update on the Preventing Crime objectives of the Police and Crime Plan.

SUMMARY:

This report sets out a short summary update of Constabulary activity that has contributed to the Preventing Crime objectives of the Police and Crime Plan. The reporting period is 1st April 2025 to 30th June 2025.

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report.

PREVENTING CRIME – OBJECTIVES

Reduce serious violence - Prioritise the reduction of serious violence offences and where those involve domestic abuse to continue working with our partners through the Domestic Abuse and Sexual Violence Delivery Group (DASVG)

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Violence with injury	Number of crimes	7,737	8,095	8,373	-4.4%	-7.6%
	% DA	34.1%	32.1%	33.4%	2.0pp	0.7pp
GBH	Number of crimes	694	637	639	8.9%	8.6%
	% DA	25.4%	23.2%	26.1%	2.2pp	-0.7pp
ABH	Number of crimes	5,466	5,717	5,939	-4.4%	-8.0%
	% DA	27.5%	26.4%	31.4%	1.1pp	-3.9pp

Table 1: National Crime and Policing Measure for 'Serious Violence' - Violence with Injury offences, including the percentage that are Domestic Abuse (DA) related.

The date range for the Last 12 months is 01/07/2024 – 30/06/2025. The date range for Previous 12 months is 01/07/2023 – 30/06/2024. The date range for the long-term average is 01/07/2021 – 30/06/2024.

- Violence with Injury offences have reduced, both against the previous 12-months period (-4.4%) and the long-term average (-7.6%).
- The proportion of Violence with Injury relating to domestic abuse (DA) has increased when compared with the previous 12-month period (+2 percentage points) and the long-term average (+0.7 percentage points).
- The volume of Grievous Bodily Harm (GBH) offences recorded in the last 12 months was 8.9% higher than the previous 12 months, and 8.6% higher than the long-term average. One in four GBH offences were flagged as being domestic abuse related in the last 12-month period. This is a lower proportion than overall violence with injury but has increased compared with the previous 12 months (+2.2%).
- In the last 12-month period, Actual Bodily Harm (ABH) offences decreased when compared with both the previous 12-months (-4.4%) and the long-term average (-8.0%). The percentage of ABH offences linked to domestic abuse in the last 12 months was 1.1 percentage points higher than in the previous 12 months, and 3.9 percentage points lower than the long-term average.
- The Domestic Abuse and Sexual Violence Group (DASVG) priorities for 2025 – 2028 are focused on the reduction of domestic abuse sexual violence and sexual abuse. These priorities concentrate on raising community and workforce awareness, improving strategic partnership understanding, developing preventative and supportive interventions, and ensuring children and young people affected by domestic abuse are kept safe, have their voice heard, and are supported to recover.
- DASVG is strengthening links with the Domestic Abuse Commissioner's (DAC) Office to understand examples of best practice and innovation within the domestic

abuse sector. This includes the DAC focus around the voice of lived experience and ensuring that it is embedded in all workstreams, with the DASVG exploring how this can be developed locally. The two-way relationship that is developing with the DAC's Office is also helping to inform and influence government, both locally and nationally.

- Operation Bokken continues to provide the overarching approach to tackling serious youth-related harm across Norwich through enforcement, safeguarding, and partnership engagement. The operation is identified as a Serious Organised Crime (SOC) Tactical Vulnerability using the national standard MoRiLE (Management of Risk in Law Enforcement) scoring mechanism. This provides a framework for supporting the operation as a long-term threat, with multi-agency planning and interventions a consistent feature of the response.
- The Constabulary focusses police resources to target Operation Bokken interventions and County Lines disruption with an overlap between the two frequently evidenced. The methodology for identifying and investigating drugs supply is crucial to the prevention of harm, often seen through exploitation and violence.
- As reported in the previous quarter, Operation Oilman was established in March 2025 in response to an escalation in youth-related anti-social behaviour and violence in public spaces in Norwich City Centre. The operation was set up within the Operation Bokken framework, with an intention to deliver high visibility, intelligence-led proactive policing to reduce further harm and to increase public confidence.
- This quarter saw a marked increase in high visibility patrols across key city centre locations, including Chapelfield Gardens, Castle Moat, and Chantry Place, with additional attention given to parks and other public spaces where youth congregation is common.
- Operation Bokken, targeting a specific cohort involved in gang-affiliated activity, supported this effort through intelligence-led enforcement and safeguarding interventions, ensuring a joined-up approach to disruption and prevention.
- This activity has been enhanced by new operational guidance which has been issued to officers to provide greater clarity about the effective and proportionate use of their stop and search powers, with an emphasis on community reassurance and accountability.
- During the reporting period, over 30 stop and searches were carried out in the designated target areas. A number of these resulted in positive outcomes, including the discovery of drugs and weapons. Notably, a 19-year-old male was found in possession of a large blade during one such search. He was subsequently charged and, upon appearing in court in June, was issued with a 12-month Community Order requiring him to complete unpaid work and engage in rehabilitative activities. Additionally, Dispersal Order powers were effectively utilised as a disruption tactic to support enforcement efforts.
- In this quarter the Constabulary has continued to publicise positive outcomes of Operation Oilman and Operation Bokken, including arrests and weapon

recoveries, to build public confidence and reinforce the message that violence will not be tolerated.

- Children are regularly identified as being at risk of harm through exploitation, with risk identified from various sources across the partnership. This includes through proactive policing methods linked to the activity referred to above. The identification of children at risk feeds into a well-established exploitation screening process.
- The priority to safeguard children is managed through the Multi-Agency Child Exploitation (MACE) partnership process. Once a child is open to MACE, multi-agency Child Planning Meetings (CPMs) involving the child and their family/carers are used to build their safety network, aimed at diverting them away from harm. Those identified as involved in their exploitation are pursued through positive police action.
- Norfolk Children's Services' Targeted Youth Support Service (TYSS) has continued to provide detached youth workers in key locations identified through intelligence and data. A summer timetable offers a broad range of diversionary activities for children identified as being vulnerable.
- These efforts are underpinned by continued collaboration with partners through the Serious Violence Duty Partnership Group and the Multi-Agency Child Exploitation (MACE) framework, ensuring that safeguarding remains central to all enforcement activity.
- The Constabulary has continued to lead on the Serious Violence Duty, chairing the multi-agency Serious Violence Duty Partnership Group. Following the Home Office's announcement of a one-year extension to the Hotspot Action Fund, efforts this quarter focused on identifying locations that met the revised criteria for tackling knife crime, serious violence, and antisocial behaviour. As a result, the Operation Focus high-visibility hotspot patrols have been expanded beyond Norwich and Great Yarmouth to now include areas in Breckland, South Norfolk, and King's Lynn.
- In May, the Constabulary, in collaboration with the Community Safety Partnership, hosted a successful 'Places and Spaces' partnership event at Hethersett Old Hall Professional Development Centre. The forum included contributions from Norfolk Youth Justice Services, Targeted Youth Justice, and Right to Succeed, alongside Constabulary-led sessions on Clear, Hold, Build and evidence-based partnership problem-solving. The event was well received, strengthening the foundations of district-level partnership work being undertaken through the Serious Violence Duty. This includes initiatives such as The Café Project in St George's Park, Great Yarmouth, where young people are working with partners to make the park a safer space through their involvement in positive activities aimed at reducing anti-social behaviour, and the Dereham Place Project, a collaborative, place-based initiative which will focus on violence prevention through a public health and asset-based approach.

Bring more offenders to justice – Focus on increasing the number of offenders brought to justice for Violence Against Women and Girls (VAWG) offences

- Project Vigilant is a pilot initiative operating in the Norwich District, which is aimed at tackling sexual predatory behaviour to reduce violence against women and girls.
- Project Vigilant involves specially trained plain-clothes officers from the Community Policing Team patrolling night-life areas and community spaces, identifying concerning behaviours and alerting uniformed officers to intervene. To support this activity the Intelligence Development Unit (IDU) profiles individuals of concern.
- During this quarter, Project Vigilant has become further embedded within Norwich's night-time economy. The initiative has benefited from increased media awareness, helping to reinforce public understanding and support for the tactic.
- The weekly Project Vigilant multi-agency risk assessment process, which was detailed in the July Police Accountability Meeting papers, continues. The stakeholders involved in this process are managing an expanding cohort of subjects identified through intelligence and frontline engagement.
- This collaborative approach is strengthening the operational response and ensuring timely interventions are delivered. Briefings for officers policing the evening and night-time economy now routinely include Project Vigilant cohort profiles, which are informed by the outcomes of the multi-agency risk assessment meetings. Individuals identified as presenting a higher level of risk are proactively targeted and immediately issued with a Section 35 Dispersal Notice if seen within the evening and night-time economy.
- A significant development this period is the agreement to deliver Project Vigilant training to officers working in Norwich as part of their Team Development Days. This will increase operational capacity and ensure wider adoption of this unique policing tactic across the district.
- Sergeant Gary Owen, the operational lead, continues to collaborate with Thames Valley Police who are recognised nationally as leading advocates of Project Vigilant tactics. This partnership is helping to refine local delivery and align best practice.
- A review of the evening and night-time economy policing model in Norwich has been commissioned by the Safer Norwich Board, with Project Vigilant forming a central component of the future strategy to tackle VAWG offences in public spaces.
- The Domestic Abuse Perpetrator Partnership Approach (DAPPA) continues to identify and proactively manage the domestic abuse perpetrators who present the most serious or repeated risk of harm in Norfolk, using evidential calculations generated by the Recency, Frequency, Gravity (RFG) matrix. Multi-agency meetings are held on a monthly basis for high-harm offenders, with a focus on disruption.

- Vulnerability and Public Protection Champions are being trained to embed expertise across the constabulary and support the wider workforce to secure more positive outcomes in VAWG investigations.
- The Constabulary continues to work closely with the Crown Prosecution Service (CPS) to strengthen case building, secure early advice, and to deliver victim-centred prosecutions.
- A dashboard which supports the identification and targeting of repeat Rape and Serious Sexual Offence (RaSSO) suspects and offenders has now been fully implemented. The dashboard highlights individuals who have been named on a previous investigation for a sexual offence within any of the nine Athena force areas.
- Activity aimed at improving outcomes linked to domestic abuse investigations, the positive progress being made in relation to preventative orders to address domestic abuse, work to improve the standard of RaSSO investigations, and commentary relating to a pilot that is targeting high-harm domestic abuse perpetrators in the Norwich District (Op Redline) are included within the Reducing Harm paper.

Strengthen responses to neighbourhood crime – Maintain outcome and charge rates for neighbourhood crimes (residential burglary, vehicle offences, theft from the person and robbery)

	Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Neighbourhood Crime	Number of crimes	3,666	3,657	3,737	0.2%	-1.9%
	Solved	372	457	378	-18.6%	-1.6%
	% Solved	10.1%	12.5%	10.1%	-2.4pp	0.0pp
	Charged	278	327	282	-15.0%	-1.4%
	% Charged	7.6%	8.9%	7.5%	-1.3pp	0.1pp
Residential Burglary	Number of crimes	1,226	1,288	1,279	-4.8%	-4.1%
	Solved	107	134	126	-20.1%	-15.1%
	% Solved	8.7%	10.4%	9.9%	-1.7pp	-1.2pp
	Charged	84	94	89	-10.6%	-5.6%
	% Charged	6.9%	7.3%	7.0%	-0.4pp	-0.1pp
Vehicle offences	Number of crimes	1,644	1,653	1,720	-0.5%	-4.4%
	Solved	186	253	180	-26.5%	3.3%
	% Solved	11.3%	15.3%	10.5%	-4.0pp	0.8pp
	Charged	131	171	130	-23.4%	0.8%
	% Charged	8.0%	10.3%	7.6%	-2.3pp	0.4pp
Theft from the person	Number of crimes	387	369	391	4.9%	-1.0%
	Solved	18	16	15	12.5%	20.0%
	% Solved	4.7%	4.3%	3.8%	0.4pp	0.9pp
	Charged	11	11	8	0.0%	37.5%
	% Charged	2.8%	3.0%	2.0%	-0.2pp	0.8pp
Robbery	Number of crimes	409	347	347	17.9%	17.9%
	Solved	61	54	57	13.0%	7.0%
	% Solved	14.9%	15.6%	16.4%	-0.7pp	-1.5pp
	Charged	52	51	54	2.0%	-3.7%
	% Charged	12.7%	14.7%	15.6%	-2.0pp	-2.9pp

Table 2: National Crime and Policing Measure for 'Neighbourhood Crime'.

The date range for the Last 12 months is 01/07/2024 – 30/06/2025. The date range for Previous 12 months is 01/07/2023 – 30/06/2024. The date range for the long-term average is 01/07/2021 – 30/06/2024.

- Overall levels of recorded Neighbourhood Crime have increased by 0.2% compared with the previous 12-month period (an increase of nine crimes), but volumes have reduced against the long-term average.
- Solved and Charged rates for 'all' Neighbourhood Crime have both reduced against the previous 12-month period but are similar to the long-term average.
- The data in Table 2 for residential burglaries includes burglaries of a 'home' and burglaries of residential 'unconnected' buildings.
- Residential burglaries have decreased in volume against both the previous 12-month period (by 62 offences) and the long-term average (by 53 offences).
- Data collected by the Home Office shows that for the 12-month period up to 1st June 2025, the Constabulary attended all reported residential 'home' burglaries.
- A guidance pack which has been developed for frontline officers to guide them when they attend burglaries is being finalised ready for force-wide launch in the autumn. The guidance is aimed at improving early investigation standards and will assist officers when they are providing crime prevention advice and support to burglary victims. The pack contains information about the cocooning principle, cascading crime prevention advice, and providing reassurance to local communities.
- Briefings have been delivered to District Leads introducing the principles of cocooning and super cocooning, including how series are identified and when the principles should be implemented to support crime reduction, victims, and communities.
- Vehicle offences have reduced in volume against the previous 12 months (-0.5%) and the long-term average (-4.4%). The Solved rate for vehicle offences is lower than in the previous 12 months (-4.0 percentage points) but higher than the long-term average (+0.8 percentage points). The Charged rate has increased against the long-term average (+0.5 percentage points) but has reduced against the previous 12-month period (-2.3 percentage points).
- The volume of recorded Theft from the Person offences has increased by 4.9% compared with the previous 12 months but has reduced against the long-term average (-1.0%, equating to four crimes). The Solved rate has increased against both measures. The Charged rate has decreased against the previous 12 months but has increased against the long-term average. These differences relate to small numbers of crimes.
- Robbery volumes have increased by 17.9% (62 offences) against both the previous 12 months and the long-term average. The Solved rate has reduced by 0.6 percentage points from the previous 12 months and 1.5 percentage points against the long-term average. The Charged rate has also decreased against both measures.
- Norfolk Constabulary recognises the importance of providing continual professional development training to officers and staff who investigate neighbourhood crimes to improve outcomes.

- The current Operation Investigate Development Day cycle for frontline officers includes inputs which focus on investigation and evidential considerations, child centred policing principles, and the value of civil orders, with a strong emphasis on ensuring the basics are captured and victims are well supported. The Operation Investigate team has also developed and are involved in the delivery of the Investigations module for the new Police Constable Entry Programme (PCEP).
- The team are also supporting the implementation of a PIP1 supervisor pilot; a College of Policing led product to improve supervision and investigation standards.

Enhance policing through technology – *Enable policing to become more efficient and effective in detecting and preventing crime through improved access to technology and providing adequate training for our police officers and staff*

This section provides a spotlight focus on an aspect of technology being utilised by the Constabulary to deliver more efficient and effective policing services.

Rapid Video Response

- In October 2022, Norfolk Constabulary launched a pioneering pilot initiative enabling officers to respond to scheduled appointments with victims of domestic abuse via secure video consultations, using the GoodSAM platform.
- This innovative approach, known as Rapid Video Response (RVR), was designed to explore how modern technology can be used to improve service delivery, enhance safeguarding, and provide a more flexible and accessible experience for domestic abuse victims.
- The initiative aims to improve accessibility to police support, reduce response times, and enhance the overall experience for victims by offering a more flexible and personalised approach to initial contact and safeguarding, ensuring victims feel heard, protected, and informed from the very first interaction.
- Domestic abuse related calls for service that do not require an immediate emergency response are assessed for suitability for a scheduled video appointment. These appointments are conducted by trained and dedicated officers assigned to the RVR Team.
- Unlike traditional response models, RVR officers are not tied to radio dispatch or other operational commitments. This allows them to focus fully on the victim, offering a calm and uninterrupted environment where individuals can speak from a location of their choosing, whether that be their home, a trusted friend's house, or another safe space.
- During the video consultation, officers provide tailored safeguarding advice, identify potential offences, and carry out initial evidential enquiries. This includes obtaining digital evidence, taking statements, and ensuring that the victim's needs are prioritised from the outset.

- In the last 12-month period (1st July 2024 to 30th June 2025) the RVR team serviced seven percent of the domestic abuse incidents received by the Constabulary, undertaking 1,700 video consultations.
- Since its launch, the RVR pilot has demonstrated positive outcomes in both service delivery and victim satisfaction. A key component of the project has been the collation of feedback through post-consultation surveys.
- A consistent average rating of 4.8 out of 5 shows high levels of victim satisfaction with the service provided, with 83% of respondents indicating they would choose a virtual response again over an in-person visit.
- Victim feedback has been overwhelmingly positive. Comments that have been received include:
 - *“I really wanted to say thank you for the interview we had. For the first time I felt I had been heard by the police and understood.”*
 - *“Thank you again for everything, your work is appreciated.”*
 - *“10 out of 10.”*
 - *“The online way really has been great and your reassurance this morning was wonderful.”*
 - *“I’ve spent a lot of years not being listened to by family members, so I really appreciate your professionalism, caring and empathy.”*
- The impact of the RVR initiative has also been recognised at a national level. Norfolk’s RVR team was named regional winner at the Policing Violence Against Women and Girls Recognition Event, hosted by the National Police Chiefs’ Council and the College of Policing in 2023. The award was presented under the category of ‘Technology and its use in Tackling Violence Against Women and Girls’, further validating the innovative and meaningful contribution of the project.
- Looking ahead, the Constabulary is committed to evolving the RVR model to meet emerging needs and technological opportunities.
- Key areas of future development include:
 - Scaling the service - Building on the pilot’s success, plans are underway to explore RVR availability across additional service areas, including non-domestic abuse cases where remote engagement may enhance accessibility and victim support.
 - Training and development - Continued investment in officer training will ensure that those delivering RVR services are equipped with the latest safeguarding practices.

- Technology innovation - The Constabulary will continue to explore emerging technologies such as AI-assisted witness statement production to further improve the quality and efficiency of remote consultations.
- Evaluation and learning - Ongoing evaluation will be central to refining the RVR model. Feedback from victims, officers, and partner agencies will inform iterative improvements, ensuring the service remains responsive, inclusive, and impactful.
- Through these future-focused initiatives, Norfolk Constabulary aims to embed RVR as a sustainable and transformative element of modern policing that places victim care, accessibility, and innovation at its heart.

Empower communities with crime prevention initiatives – *Promote and support local and national crime prevention initiatives and campaigns to help educate communities to prevent crime*

Key campaigns supported across the Constabulary's social media platforms, public website, and through media releases in this reporting period include:

April 2025

- Promotion of local activity by the Roads and Armed Policing Team in support of Operation Spotlight, a national three-week road safety campaign led by the National Police Chiefs' Council aimed at disrupting criminals who use the road network alongside tackling the most prevalent causes of road deaths and serious injuries - speeding, driving under the influence of drink or drugs, failure to wear a seatbelt, and mobile phone use while driving ('Fatal Four' offences).
- Promotion through a news release and social media posts of the Action Fraud ticket fraud awareness campaign ahead of the summer period, urging people to stay alert for scams relating to the sale of tickets for music festivals, concerts and other events.
- News release relating to positive outcomes of Operation Oilman in Norwich, targeting youth-related anti-social behaviour and violence.
- News release summarising the positive outcomes of three days of action under Operation Foxtail, using Home Office Invigor funding to target to disrupt organised and serious crime, including immigration crime, with a focus on fraudulent driving licence and documents being used on the road network.
- News and social media releases to publicise the decision to extend a Public Space Protection Order (PSPO) in Great Yarmouth to address a broader range of issues including street drinking, begging, anti-social behaviour, and the riding of e-bikes and e-scooters in pedestrian areas.
- Proactive communications highlighting the outcomes of a joint day of action between the Roads and Armed Policing Team and the Driver and Vehicle

Standards Agency (DVSA) in the west of the county aimed at disrupting criminality linked to use of the road network and promoting road safety.

May 2025

- Promotion of Operation Sceptre Week which ran between 19th and 25th May, a national week of action to tackle knife crime. Activity included hotspot patrols, weapon sweeps, stop searches and joint visits with Trading Standards to retailers across the county to offer advice, remind them about their legal responsibilities and carrying out compliance checks.
- Social media releases to highlight the support available for domestic abuse victims through the Norfolk Integrated Domestic Abuse Service (NIDAS) with links to the NIDAS website.
- News article highlighting data released by Action Fraud about the scale of investment fraud nationally and in Norfolk in 2024. The article explained how investment fraudsters commonly operate and provided key 'what to look out for' and 'how to protect yourself' advice issued by the City of London Police.
- Social media messaging to raise awareness of Project Vigilant patrols in Norwich, targeting perpetrators of Violence Against Women and Girls in the night-time economy.
- Social media release to highlight the risk of 'keyless car' thefts, with video footage showing a vehicle being stolen from a driveway of a property in Breckland using a signal relay device. The video included a local Sergeant from the Breckland District Crime Unit sharing prevention advice.

June 2025

- Social media posts to support the launch of Operation Silent in Norwich which focussed on delivery drivers riding illegally modified e-bikes and working without the necessary permission.
- Online promotion of the Operation Octane showcase at the Royal Norfolk Show, including social media posts highlighting ongoing partnership work through Operation Octane to tackle vehicle related dangerous and anti-social behaviour. The Operation Octane modified vehicle has helped the Constabulary to connect with car enthusiasts through engagement and education.
- Social media posts to highlight South Norfolk Safer Neighbourhood Team officer's attendance at Diss Junior and Primary school's 'Dissatude' event, a multi- agency youth engagement day which provided the opportunity for local officers to engage with more than two hundred school children about anti-social behaviour, crime prevention and personal safety.

- Promotion of the City of London Police Romance Fraud awareness campaign with press release and social media giving out 'stay safe' advice.
- 'Share the road responsibly' news and social media releases seeking to reduce the number of collisions involving those on bicycles and motorcycles at the start of the two-week national NPCC 'two-wheels' campaign. The article included information about the 2022 Highway Code changes to improve the safety of vulnerable road users including cyclists, horse riders and pedestrians, and a summary of the activity that the Constabulary would be undertaking during the two-week campaign period including activity to target illegally modified pedal cycles and the unsafe use of e-scooters.
- Promotion of National Neighbourhood Watch Week and '40 years of Neighbourhood Watch', with social media posts that included links to information on how Norfolk residents can get involved with local schemes and how to register for 'My Neighbourhood Updates'.

Invest in police welfare and resilience – *Invest in improving welfare and support to police officers and staff working for the Constabulary, including Specials and volunteers, to ensure that our police service is resilient and has the capacity and capability to respond to our policing priorities*

- The Constabulary is committed to continually improving welfare support provision for its people. Progress is monitored and tracked via the People Opinion staff surveys.
- In this reporting period activity undertaken to support the welfare of Police Officers, members of Police Staff, members of the Special Constabulary, and Police Support Volunteers has included:
 - High-risk roles wellbeing review - Following a wellbeing input to the Safeguarding Children Online Team (SCOLT), a review of health and wellbeing support for high-risk roles is underway. Focus groups will begin in September to identify barriers and improvements, with plans to expand audits across other departments.
 - Mental Health Awareness Week (12th – 16th May 2025) - A successful week of events included MIND training, webinars on nutrition and neurodiversity, fitness classes, and community support fairs.
 - Continued expansion of the Wellbeing Champions network – There are now 130 Wellbeing Champions across Norfolk and Suffolk Constabularies, with 77 being based in Norfolk and joint departments, including nearly 30 Menopause Champions.
 - Between the beginning of April and the end of June, twenty-three wellbeing inputs were delivered across Norfolk and joint services.

- Wellbeing calendar and intranet resources - Monthly initiatives align with the Constabulary's published Wellbeing Calendar. Intranet updates include toolkits on mental health, trauma, self-care, chair yoga, and coping strategies for stress, anxiety, and depression.
- Promotion of the National Police Mental Health Crisis Line.
- Fatigue Study – Twenty-one Norfolk officers are participating in the National Fatigue Study (SFR120), using biometric devices to improve sleep and recovery. This supports both local wellbeing and national guidance under the Police Covenant.
- Police Health & Wellbeing Board - The first meeting took place in May, with quarterly meetings now planned.
- Trauma Tracker - A new tool to log traumatic incidents, support early intervention, and provide personalised coping strategies is being developed. It will enhance decision-making, peer support, and organisational insight.
- New Psychotherapist role introduced - A dedicated Psychotherapist has been recruited to support officers with early intervention for stress, PTSD, and burnout. They assist high-risk roles, reduce absenteeism, respond to critical incidents, and contribute to a culture of openness and resilience.
- Wellbeing Roadshow - In July and August, the Oscar Kilo van will visit stations across Norfolk, engaging staff in wellbeing conversations. Feedback will be shared with the People Directorate to inform future initiatives.
- Wellbeing support is provided to officers and staff who are subject to misconduct proceedings. When an individual is notified that they are under investigation they are provided with a document which lists internal and external sources of support that they can access.
- The Professional Standards Department works closely with the Senior Management Team of the individual under investigation and the allocated Human Resources Advisor (HRA) to ensure that welfare support is in place. This includes appointing a local Welfare Officer who is independent of the investigation to support the officer or member of staff. The Welfare Officer is required to complete a Workplace Health referral for the individual and to undertake a welfare review with the person they are supporting at a minimum of every four weeks in consultation with the appointed HRA.
- Table 3 below shows the number of misconduct cases that were commenced in the last 12-month period compared with the previous 12-month period. The number of misconduct cases has reduced by 25 percent (23 cases). Table 3 also shows the number of misconduct hearings, accelerated misconduct hearings, misconduct meetings and Police Appeal Tribunals in the current reporting period compared to the previous 12-month reporting period.

Indicator	Last 12 months	Previous 12 months
PSD conduct cases	69	92
Accelerated misconduct hearings	5	4
Misconduct hearings	9	20
Misconduct meetings	12	10
Police Appeals Tribunal - Appeals received	2	3

Table 3: Professional Standards Department (PSD) data for conduct cases, accelerated misconduct hearings, misconduct hearings, misconduct meetings and Police Appeals Tribunals received.

The date range for the Last 12 months was 01/07/2024 – 30/06/2025. The date range for Previous 12 months was 01/07/2023 –30/06/2024.

END.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A

ORIGINATOR:

Chief Constable Paul Sanford

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – October 2025

SUBJECT:

Constabulary update on the Cohesive Communities objectives of the Police and Crime Plan.

SUMMARY:

This report sets out a short summary update of Constabulary activity that has contributed to the Cohesive Communities objectives of the Police and Crime Plan. The reporting period is 1st April 2025 to 30th June 2025.

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report.

COHESIVE COMMUNITIES – OBJECTIVES

Designated police officers – *Support the roll out of officers to deliver the Neighbourhood Policing Guarantee to ensure each neighbourhood has a designated police officer they can contact when issues arise*

- The government has released £200 million in funding as the first step towards the manifesto pledge to increase visible policing across the UK by delivering 13,000 additional Neighbourhood Officers. For Norfolk, in the financial year 2025/26, this has meant there is approximately £2.2 million funding available which can only be used to achieve the effect of an increase the number of officers in Neighbourhood Policing roles.
- There are four options to increase these roles, namely: recruit an additional Police Officer, recruit a member of Police Staff into a role currently fulfilled by a Police Officer and move the officer into a neighbourhood policing role, recruit a Police Community Support Officer, or recruit a Special Constable.
- With the available funding Norfolk Constabulary will be able to create 31 additional roles within Neighbourhood policing by the end of March 2026.
- The number of officers currently in Neighbourhood Policing roles has been baselined with the Home Office at 180 Headcount, 176.414 FTE. Therefore, by 31st March 2026, this must increase by thirty-one.
- Norfolk had already over-recruited by fourteen Police Officers by March 2025 in preparation for this growth and in support of the previous National Uplift programme. As per the previous paper's update, Norfolk Constabulary has met its ambition to advance the growth swiftly within the financial year. 20 of the 31 has been achieved.
- There is an understandable lag between the recruitment of additional officers and the achievement of visible growth of officers in front-line roles.
- Progress is being tracked on a monthly basis with submissions to the Home Office which scrutinise the financial position, and to the National Police Chiefs' Council regarding the precise number of officers performing Neighbourhood Policing roles. Monthly submissions have been successfully put in and the first grant draw down has been agreed.
- As part of the Neighbourhood Policing Guarantee the Police & Crime Commissioner has supported the Constabulary to develop a 'Public Voice' initiative. This involves creating opportunities for the public to inform the Constabulary on issues that matter to them in their local area. The first survey, titled the 'Neighbourhood Policing' survey is planned to go live in August 2025.

Safer roads for all – Work with the Road Safety Partnership Strategic Board to reduce the number of people killed or seriously injured on our roads

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Killed & Serious Injury collisions – Total	466	500	430	-6.8%	+8.4%
Killed & Serious Injury collisions - Fatal	28	34	33	-17.6%	-15.2%
Killed & Serious Injury collisions – Serious injury	438	466	397	-6.0%	+10.3%
Killed & Serious Injury collisions involving vulnerable road users (total) <i>(Cyclists, Motorcyclists, Pedestrians & Horse Riders)</i>	232	265	211	-12.5%	+10%

Table 4: Killed and Serious Injury (KSI) collisions and KSI collisions involving vulnerable road users.

The date range for the Last 12 months is 01/07/2024 – 30/06/2025. The date range for Previous 12 months is 01/07/2023 – 30/06/2024. The date range for the long-term average is 01/07/2021 – 30/06/2024.

- There has been a 6.8 percent decrease in collisions resulting in fatality or serious injury when comparing the last 12-month period to the previous 12-month period, and an 8.4 percent increase in comparison to the long-term average. There were also fewer fatal and serious injury collisions involving vulnerable road users in comparison to the previous 12-months (-12.5%), but an increase when compared to the long-term average (+10%).
- In this reporting period (1st April 2025 to 30th June 2025) there were 112 collisions involving serious injury on Norfolk's roads. This is a reduction of 20 collisions when compared to the same period in 2024.
- Between 1st April 2025 to 30th June 2025 there were three fatal collisions across Norfolk, with three fatalities. This is a reduction of six fatalities when compared to the same period in 2024.
- The Constabulary's Roads and Armed Policing Team (RAPT) works with a range of partners to improve the safety of the Norfolk road-network. Some examples of the partnership activity undertaken in this reporting period are detailed below.
- The RAPT Commercial Vehicle Unit (CVU) delivers a proactive response to tackling criminality linked to commercial vehicle use. The CVU provides an important role in the Constabulary's efforts to disrupt the criminality of Organised Criminal Groups, including those engaged in organised Immigration Crime. A key element of this is the CVUs participation in local, regional, and national days and weeks of action, which involve coordinated activity with other partners including Immigration Services, the Driver and Vehicle Standards Agency (DVSA) and National Highways.
- In this reporting period, 385 vehicles were stopped during planned CVU operations, including private vehicles, Heavy Goods Vehicles (HGVs), Public Service Vehicles (PSVs), and agricultural vehicles. Offences identified included overweight vehicles, insecure loads, vehicles and trailers in a dangerous condition,

offences related to HGV drivers' hours, and offences related to the carriage of dangerous goods.

- The growing trend of HGV drivers founds failing to comply with driving hours regulations continues, with a high number of these offences committed by drivers of EU registered vehicles. In this reporting period, 70% of the EU registered HGVs that were stopped were found to be non-compliant with driving hour regulations. This continues to be a priority focus for the CVU who are taking a strict approach to non-compliance, issuing fines to hauliers and prohibiting vehicles. The CVU are working closely with colleagues within DVSA to direct some of these vehicles out of the country and to build a joint intelligence picture.
- In May, the CVU conducted Operation Tramline in collaboration with National Highways, utilising an unmarked HGV. A high number of 'Fatal Four' offences (speeding, driving whilst under the influence of alcohol or drugs, not wearing a seatbelt, and using a mobile phone whilst driving) were detected. In total 153 interventions were made with 143 Traffic Offence Reports (TORs) being issued.
- Within the reporting period the CVU also ran a number of 'Operation Blind Spot' school education visits in partnership with NORSE. The initiative involves taking an HGV into schools to demonstrate the danger of blind spots to Year 8 students, helping to improve their safety around large vehicles. The initiative is expanding as more schools come on board.
- In this reporting period there has also been an increase in CVU activity in line with the National Police Chiefs' Council (NPCC) Roads Policing calendar, including a regional CVU fourteen-day operation targeted at the carriage of dangerous goods.
- Operation Foxtail is a RAPT led operation which focuses on the detection, removal, and sources of fraudulent driving licences. This multi-agency approach, delivered with Home Office Project Invigor funding, brings together resources from Immigration Services, Moonshot, the Road Casualty Reduction Team (police motorcycles), the CVU, and Community Support Units (Student Police Officers).
- 84 vehicles were stopped in this quarter during Operation Foxtail deployments. 21 individuals were arrested for a range of offences including fraudulent licences, cross border thefts, immigration offences, driving whilst under the influence of drugs, driving whilst disqualified, offences related to possession of drugs, money laundering and outstanding warrants. 84 intelligence reports were submitted, 39 vehicles were seized, and 47 Traffic Offence Reports (TORs) were issued. The results of these operations are having a significant impact, not only on road safety but also on wider criminality.
- In June, 'Operation Silent' activity took place as part of the Constabulary's programme of activity to support the National Police Chief's Council 'two wheels' campaign, aimed at improving road safety for those on two wheels, including users of bicycles, electric bikes, e-scooters and motorcycles.
- Under Operation Silent, in partnership with Home Office Immigration Enforcement Officers, officers from the CVU, Road Casualty Reduction Team, and Operation Moonshot conducted activity which focused on delivery drivers riding illegally modified e-bikes and individuals working within the delivery sector without the

necessary permissions. Six illegally modified pedal cycles were seized by officers, as well as one moped for having no insurance and the rider reported for driving whilst disqualified. One car was also seized for having no insurance and the driver reported for having no driving licence. Twenty-two immigration checks were completed by the Home Office and three people were arrested for immigration related offences.

- RAPT officers were invited to attend the National Commercial Vehicle Practitioners forum to present on Operation Foxtail and Operation Silent. These Norfolk-led operations have been recognised as best practice, with other police forces now requesting local presentations to assist them in their efforts to target organised criminality using the road network.
- The CVU have attended a number of public events in this reporting period including The East Anglian Game & Country Fair and the Royal Norfolk Show, which allowed them to engage with the agricultural and haulage communities, with feedback on their attendance being very positive. CVU officers are also involved with engagement days for farms and hauliers linked to British Sugar, providing an opportunity to educate drivers before the busy sugar beet haulage season begins across the county.
- The Road Casualty Reduction Team (police motorcycles) continue to contribute to Fatal Four enforcement through their daily deployments at collision hotspots and by supporting the RAPT days of action and other road safety operations. This quarter the team have also assisted many abnormal load escorts and have delivered Bike Safe sessions
- The Norfolk Safety Camera Partnership operates a number of fixed site and mobile safety cameras at locations across the county. The mobile safety assets include van-based cameras which are deployed on the county's strategic road network and community enforcement assets which predominantly enforce local sites of public concern.
- Two new average speed camera systems are being installed on the A47 trunk road. Although these cameras are owned by National Highways, they are operated by the Norfolk Camera Partnership in the same way as those on the A12 and A14 in Suffolk. All costs recovered supports the partnership's back-office operations.
- In this reporting period 294 Traffic Offence Reports (TORs) were issued to drivers using mobile phones, 339 were issued for failing to wear a seat belt, 846 were issued for officer detected speeding, 19719 for camera detected speeding, and 1595 were issued by officers for other driving offences.

Address shoplifting – Work with business communities to continue to tackle shoplifting offences across the county and encourage the use of all available deterrents including civil orders

Indicator		Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Shoplifting	Number of crimes	6,371	5,206	4,240	22.4%	50.3%
	Solved	2,727	2,393	1,710	14.0%	59.5%
	% Solved	42.8%	46.0%	40.3%	-3.2pp	2.5pp
	Charged	1,889	1,788	1,264	5.6%	49.4%
	% Charged	29.6%	34.3%	29.8%	-4.7pp	-0.2pp
	Taken into Consideration	314	228	118	37.7%	166.1%
	% Taken into Consideration	4.9%	4.4%	2.8%	0.5pp	2.1pp
	Out of Court Resolutions	523	376	321	39.1%	62.9%
	% Out of Court Resolutions	8.2%	7.2%	7.6%	1.0pp	0.6pp

Table 5: Shoplifting offences - Number of shoplifting crimes, number/percentage solved, number/percentage charged, number/percentage Taken into Consideration by a court, and those resolved through Out of Court Resolution.

The date range for the Last 12 months is 01/07/2024 – 30/06/2025. The date range for Previous 12 months is 01/07/2023 – 30/06/2024. The date range for the long-term average is 01/07/2021 – 30/06/2024.

Out of Court Resolutions refers to Outcome 2 (Youth Cautions), Outcome 2A (Youth Cautions – alternative Offence), Outcome 3 (Adult Caution), Outcomes 3A (Adult Cautions – alternative Offence), and Outcome 8 (Community Resolutions).

- Reports of shoplifting continue to rise, with the number of offences recorded in the most recent 12-month period being 22.4% higher than the previous year, and 50.3% above the long-term average. This may indicate that retailers are increasingly confident in reporting such offences.
- When compared nationally, Norfolk Constabulary has a high solved rate for shoplifting offences, with 42.8% of the offences reported in the last 12-month period being detected. 334 more shoplifting offences were solved in the last 12-month period than in the previous 12-month period. This included 101 more charges.
- The use of Out of Court resolutions for shoplifting offences (Youth Cautions, Adult Cautions and Community Resolutions) and the number of offences being Taken into Consideration by courts at sentencing have both increased significantly when compared to the last 12-month period and against the long-term average.
- The focus on increasing the use of ancillary orders such as Community Protection Warnings (CPW), Community Protection Notices (CPN), and Criminal Behaviour Orders (CBO) continues, with retailers providing feedback that they are seeing the positive deterrent effect that these are having.
- There has been ongoing work to finalise the new Norfolk Retail Crime Strategy and accompanying Retail Crime Standard Operating Procedure (SOP) ahead of the next Safer Business Action (SaBA) Week in November.
- A Retail Crime Toolkit continues to be developed by the Community Safety Department in consultation with internal and external stakeholders. The aim of the toolkit is to remove barriers for retailers when reporting retail crimes and to support improved evidence gathering to secure more positive outcomes. The toolkit will be the mechanism through which the Constabulary is seeking to increase the use of 'Victim Impact Statements' and 'Impact Statements for Businesses' for retail crime

cases that proceed to prosecution. These statements allow retail staff to clearly explain the effect a crime has had on the physical, emotional, social, and employment aspects of their lives. Businesses are able to articulate the broader repercussions of crime, such as financial losses, employee distress, and reduced customer confidence. This information will provide courts with a better insight into the true costs of retail crime, influencing sentencing decisions through a more victim-focused approach. The next stage for the toolkit is for it to be disseminated to local businesses through the Norwich Business Improvement District (BID) for user feedback to be gathered prior to wider roll-out.

- In this reporting period the Constabulary has continued to provide bespoke crime prevention guidance to retailers, consistent with national advice, through local engagement and through information and advice published on the Constabulary's website.
- At the end of this reporting period additional high-visibility patrols commenced in retail areas as part of the Norfolk 'Keeping Town Centres Safe this Summer' plan. The 'summer plan' is one of the early activities for delivering the Government's Safer Streets Neighbourhood Policing Guarantee (NPG), which alongside other measures that are aimed at increasing the safety of town centres and high streets, calls for visible action to address retail crime. Increased patrols in town centre locations and high streets will continue throughout the 'summer plan' period (30th June 2025 to 30th September 2025).

United against hate – *Continue to work with partners to identify and reduce repeat victims and support the Stop Hate in Norfolk (SHiN) campaign*

- Whilst there has been a decreasing trend of recorded Hate Crime in Norfolk in recent years, which reflects that national picture, in this reporting period (1st April 2025 to 30th June 2025) an increase in Hate Crime reporting has been seen, with ninety more hate crime reports recorded than in the previous quarter (1st January 2025 to 31st March 2025). This is consistent with the same seasonal trend seen in 2024, when a similar number of Hate Crime reports were recorded for the same quarter.
- Race accounts for 71% of all Hate Crimes reported in this quarter. People from Black, Asian and other minority ethnic backgrounds comprise 45% of cases where ethnicity is recorded.
- Nationally forces are reporting an increase in Hate Crime reports, with anti-Islamic and anti-Jewish hate crime reports being especially on the increase. International issues are playing into this narrative.
- An increase in community tensions is being seen in relation to asylum seekers, with anti-immigration demonstrations and protests having had the backing of Right-Wing groups.
- Long-term efforts by the Constabulary and its partners to encourage reporting may also be having an impact, but despite the increase in Hate Crime reports that have

been seen this quarter, the Constabulary strongly believes that Hate Crimes are still being under reported.

- Targeted work with partner agencies continues to try to increase confidence in reporting. This partnership activity includes working closely with the Stop Hate in Norfolk (SHiN) campaign, which works to encourage more people to have the confidence to report incidents of hate either directly to the police or through third-party external organisations that can support people who may not wish to go directly to the police.
- The Constabulary's Equality, Diversity and Inclusion (EDI) team are looking at different ways to encourage more groups to sign-up to this free training which is being continually updated based on feedback. The Constabulary is also working with other police forces to ensure that the training incorporates best practice. A specific focus to increase uptake in Norwich continues.
- The Constabulary continues to work in partnership with stakeholders to ensure that community tensions are being shared, with Engagement Officers and the Constabulary's EDI team working closely with partner agencies and vulnerable people in communities to provide continued reassurance and support.
- Summer tends to be a peak period for political activism, with longer daylight hours and warmer weather encouraging more people to engage in outdoor events and public gatherings, which may lead to heightened community tensions. Consequently, it is anticipated that reported Hate Crimes may rise in the next quarter.
- A working group is being convened to look at the data regarding Hate Crime outcomes and detection rates.

Protect rural & local communities – *Work in partnership to tackle rural crime (agricultural, equine, wildlife and heritage)*

- In this reporting period the Constabulary's Community Safety Operational Unit (CSOU) has continued its internal and partnership activity and engagement to identify and implement prevention, enforcement, and detection opportunities to tackle rural criminality.
- This activity has included:
 - Attendance at the Royal Norfolk Show in June, engaging with the public and proactively visiting exhibitors, which provided an excellent opportunity to establish how rural communities view policing and to gain a better understanding about the issues that matters most to them.
 - The delivery of training to Contact and Control Room (CCR) staff to increase their knowledge of all aspects of rural and wildlife crime. CCR staff are often the first point of contact with the public so good understanding of some of the unique aspects of rural and wildlife crime is essential.
 - Supporting action days and enforcement activity with partners including Natural England.

- Engaging with national events including Open Farm Sunday in June.
- Engagements at prominent heritage sites in support of the Constabulary's wider programme of events for Antisocial Behaviour Awareness Week.
- Ongoing support for the Heritage Community Rural Advisory Group (CRAG), which continues to gain momentum and is delivering improvements in the partnership approach and understanding of an often under reported area of crime.
- Continued engagement with younger members of rural communities, including a meeting with the Norfolk Young Farmers Countrysiders, when crime prevention and safety on farms were topics of discussion with children and their parents.
- Visits to farms and rural businesses on a near daily basis, many of whom have been previous victims of crime, providing visibility, reassurance and the opportunity to offer crime prevention advice. Additionally, members of the Community Safety Operational Unit have undertaken farm crime prevention surveys.
- Working with partners to address fly tipping concerns. A member of the Community Safety Operational Unit has been appointed to lead on this. Positive links have been established with the Norfolk Waste Enforcement Group (NWEG), of which all Local Authority Environmental Enforcement Officers are members.
- The ongoing development of a fly tipping strategy, both internally and externally with partners.
- Joint enforcement days are being planned with the Environmental Enforcement Officer for South Norfolk and Broadland District Council to identify those illegally carrying waste and patrol fly tipping hotspots.
- Current evidence suggests that fly tipping in Norfolk is generally on a small scale and is not the large-scale tipping by organised criminal gangs which is blighting other parts of the country. The Constabulary and its partners are none the less alert to this risk. Local Authorities and the Environment Agency undertake regular prosecutions, supported by the Constabulary where appropriate, and the Constabulary is working in partnership to streamline processes to identify, apprehend, and interview offenders, making best use of police systems and tactics.
- Looking ahead, activity is being planned to support national Rural Crime Action Week in September, and officers will be in attendance at the Sandringham Game and Country Fair which will be taking place on 13th and 14th September.

END.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A

ORIGINATOR:

Chief Constable Paul Sanford

REASON FOR SUBMISSION:

For Information

SUBMITTED TO:

PCC's Accountability Meeting – October 2025

SUBJECT:

Constabulary update on the Reducing Harm objectives of the Police and Crime Plan.

SUMMARY:

This report sets out a short summary update of Constabulary activity that has contributed to the Reducing Harm objectives of the Police and Crime Plan. The reporting period is 1st April 2025 to 30th June 2025.

RECOMMENDATION:

The Police and Crime Commissioner is asked to note the report.

REDUCING HARM – OBJECTIVES

Crack down on Crime – Continue to disrupt serious and organised crime groups preventing them from harming our communities

Indicator	Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Disruptions against Tactical Vulnerabilities/Priority Individuals included	463	273	216	69.6%	114.4%
Disruptions recorded against scored OCGs only	73	68	87	7.4%	-16.1%

Table 6: Serious and Organised crime disruptions – Disruptions against Tactical Vulnerabilities/Priority individuals and against scored OCGs only.

The date range for the Last 12 months is 01/07/2024 – 30/06/2025. The date range for Previous 12-months is 01/07/2023 – 30/06/2024. The date range for the long-term average is 01/07/2021 – 30/06/2024.

- Table 6 above and Figure 2 below show the disruptions recorded by Norfolk Constabulary when responding to the threat posed by serious and organised crime.

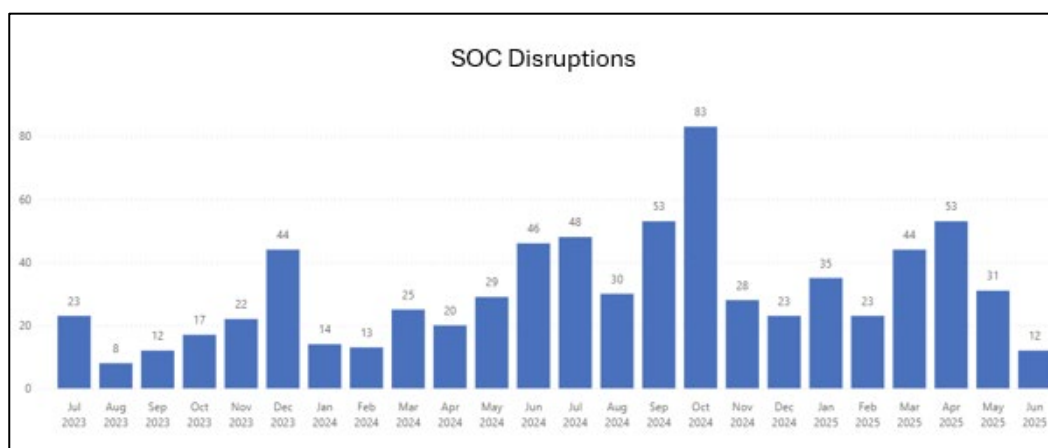


Figure 2 - Norfolk Serious and Organised Crime (SOC) total disruptions for the period 01/07/2023 – 30/06/2025

- 96 disruptions were recorded in this reporting period (1st April 2025 – 30th June 2025) compared to 95 the same period in 2024.
- The 12-month rolling data for the period 1st July 2024 – 30th June 2025 has recorded 463 disruptions compared to 273 recorded in the same period in 2023/24, an increase of 69.6 percent.
- Disruptions against Organised Crime Groups (OCGs) have increased by 7.4 percent when comparing the 12-month period 1st July 2024 – 30th June 2025 to the same 12-month period in 2023/24. The number of recorded OCG's will fluctuate dependant on the type of threat and how it is scored and assessed.

- The lower number of recorded disruptions in June can be partly attributed to the temporary redeployment of some of the Constabulary's proactive resources to support other operational and investigative priorities.
- Performance relating to SOC disruptions is closely monitored via the SOC Board and the Force Performance meeting, which is chaired by the Deputy Chief Constable.
- There are currently three large Tactical Vulnerabilities – Operation Orbit, Operation Bokken and Clear, Hold, Build. These scored threats account for a large amount of the threats posed by serious and organised criminality, so whilst disruptions against OCGs may seem low, there is still a significant number of wider SOC threats assessed and mapped within Norfolk.
- Year on year improvements for recorded disruptions have been achieved, with an upward trajectory still being seen. The continuous professional development (CPD) that is provided to the LRO community, which is detailed below, has been fundamental to this progress.
- Work is ongoing through the governance of the joint-force Serious and Organised Crime Board to ensure that all SOC disruptions are being claimed, particularly within the Local Policing Command.
- The Local Responsible Officer (LRO) community is now well-established within the Local Policing Command. LROs are supported with CPD and learning resources produced by the wider SOC network.
- Training provided to Norfolk LROs includes 'Understanding the 4Ps (Prevent, Prepare, Protect, Pursue) framework', 'Applying Serious and Organised Crime Local Profiles to inform local priorities', 'Working with ERSOU and National Crime Agency (NCA)', 'Using tools like MoRiLE (Management of Risk in Law Enforcement) to prioritise threats' and an oversight of covert operations, surveillance, and disruption tactics.
- The LRO training schedule incorporates a two-day annual CPD event which involves partner agencies including Local Authorities and Trading Standards. This event provides informative inputs from guest speakers before a paper feed exercise, with attendees placed into small mixed-agency groups. This exercise provides a collaborative environment for effective problem-solving.
- Close engagement continues with the Eastern Region Special Operations Unit (ERSOU), the National Police Chiefs' Council (NPCC) SOC Portfolio, and other partners to deliver continuous improvement through the sharing of best practice and innovation.
- A new structure for the Force Serious and Organised Crime Board is being designed, with the launch planned for early 2026.
- Another positive development is the creation of a new SOC Coordinator post. This Detective Sergeant role, sitting within the SOC Command, will be responsible for supporting the LRO network across Norfolk and taking forward actions to improve recorded disruptions.

Speed up emergency response times – Aim to answer 90% of 999 calls in 10 seconds

Month	Total Calls	Mean Answer Time (seconds)	% 999 calls answered in under 10 seconds	% 999 calls answered in 10 to under 60 seconds	% 999 calls answered in 60 seconds and over
July 2024	11,667	7.80	86.3%	12.9%	0.8%
August 2024	12,509	7.45	87.5%	11.7%	0.8%
September 2024	10,771	7.42	86.9%	12.4%	0.6%
October 2024	10,586	7.11	88.8%	10.6%	0.7%
November 2024	9,782	6.24	91.6%	8.0%	0.4%
December 2024	10,422	6.71	88.8%	10.9%	0.3%
January 2025	9,377	5.84	92.8%	7.0%	0.2%
February 2025	8,319	6.65	90.6%	9.0%	0.4%
March 2025	10,646	6.70	90.6%	8.9%	0.4%
April 2025	10,351	7.43	89.3%	9.9%	0.8%
May 2025	11,380	7.15	89.4%	10.0%	0.5%
June 2025	11,693	7.79	87.8%	11.3%	0.9%
Last 12 months	127,503	7.02	89.2%	10.2%	0.6%

Table 7: Norfolk Constabulary 999 Call Handling performance data since April 2024.

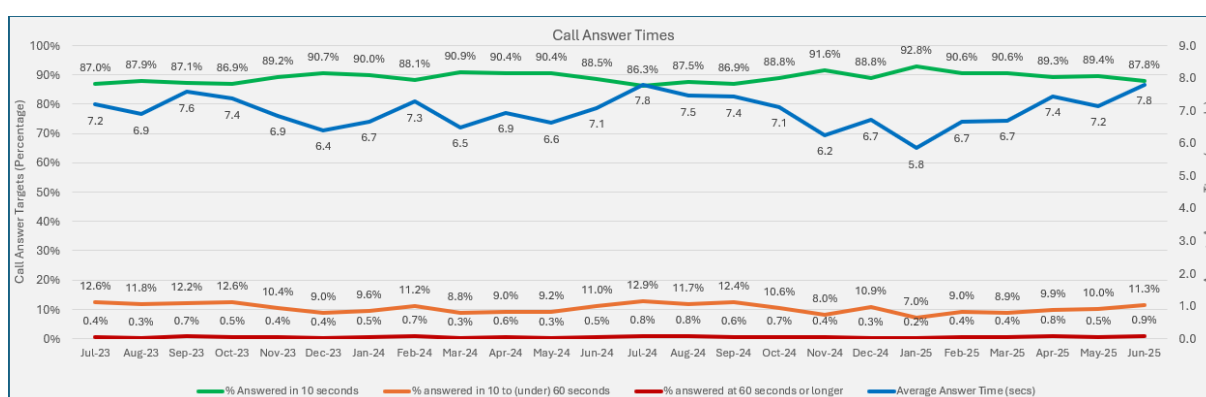


Figure 3 – 999 Call Answer Times by month since July 2023 (BT data)

- Table 7 presents 999 call performance data, as published on the Police.uk website, an online platform providing crime statistics and police performance metrics for all forces across the UK. Performance is measured against a national standard, which suggests that Forces should aim to answer 90% of the 999 calls

they receive within 10 seconds. The 999-call answering time includes both the duration it takes for BT to transfer the call to a police force, and the time the force then takes to answer it. Transfer times from BT can vary between forces.

- In the three-month reporting period (1st April 2025 to 30th June 2025) 88.8% of the 999 calls that the Constabulary received were answered in under 10 seconds (89.3% in April 2025, 89.4% in May 2025, and 87.8% in June 2025), slightly below the Service Level Agreement of 90%.
- It is notable that this reporting period saw 999 call volumes that were higher than the same three-month period in 2024 (1,478 additional calls). Despite this increased level of demand similar levels of performance were achieved.
- The Constabulary's Contact and Control Room (CCR) teams have worked tirelessly to maintain service levels as 999 call volumes have increased, both against the previous quarter (a 17.9% increase in calls when compared to the number of calls received between 1st January 2025 to 30th March 2025) and against the same period in 2024 (a 4.6% increase).
- Close monitoring of the demand profile of 999 calls from previous years informed the CCR resourcing profile, ensuring that the highest number of Call Handlers were available at predictable peak demand times.
- Analysis suggests that the heightened level of demand will continue in the coming quarter (1st July 2025 to 30th September 2025), with 999 call volumes expected to increase by a further 5 to 7 percent up to the end of August 2025.
- To help to mitigate the impact of this increased demand on 999 call answering times, demand and resource analysis will continue to be used within the Workforce Management System to identify peak periods so that staffing levels are aligned appropriately, and further capacity can be requested through the use of overtime if required.

Improve conviction rates – Increase outcomes and charge rates for domestic abuse, stalking and harassment, sexual offences, and rape

Indicator		Last 12 months	Previous 12 months	Long-term average	% difference to previous 12 months	% difference to long-term average
Domestic Abuse	Number of crimes	10,943	10,647	12,339	2.8%	-11.3%
	Solved	1,302	1,279	1,355	1.8%	-3.9%
	% Solved	11.9%	12.0%	11.0%	-0.1pp	0.9pp
	Charged	1,015	996	1,100	1.9%	-7.7%
	% Charged	9.3%	9.4%	8.9%	-0.1pp	0.4pp
Stalking and Harassment	Number of crimes	3,886	4,008	4,794	-3.0%	-18.9%
	Solved	544	537	483	1.3%	12.6%
	% Solved	14.0%	13.4%	10.1%	0.6pp	3.9pp
	Charged	329	357	348	-7.8%	-5.5%
	% Charged	8.5%	8.9%	7.3%	-0.4pp	1.2pp
Rape	Number of crimes	1,138	1,002	1,072	13.6%	6.2%
	Solved	92	59	64	55.9%	43.8%
	% Solved	8.1%	5.9%	6.0%	2.2pp	2.1pp
	Charged	89	56	60	58.9%	48.3%
	% Charged	7.8%	5.6%	5.6%	2.2pp	2.2pp
Other Sexual Offences	Number of crimes	2,094	2,034	2,112	2.9%	-0.9%
	Solved	353	238	242	48.3%	45.9%
	% Solved	16.9%	11.7%	11.5%	5.2pp	5.4pp
	Charged	293	215	208	36.3%	40.9%
	% Charged	14.0%	10.6%	9.8%	3.4pp	4.2pp

Table 8: Crime volumes, Solved and Charged rate/percentages for Domestic Abuse, Stalking & Harassment, Rape and Other Sexual Offences.

The date range for the Last 12 months is 01/07/2024 – 30/06/2025. The date range for Previous 12 months is 01/07/2023 – 30/06/2024. The date range for the long-term average is 01/07/2021 – 30/06/2024.

Stalking and Harassment figures relate to offences within the Home Office Crime Recording (HOCR) sub-sub groups of Harassment, Rape or Religiously aggravated Harassment, and Stalking. Offences of Controlling or Coercive Behaviour and Malicious Communications are not included.

- Recorded Domestic Abuse crimes have increased from the previous 12-months (by 2.8 percent) but remain below the long-term average (11.3 percent lower). The Solved rate and Charged rate for Domestic Abuse crimes are similar to those seen in the previous 12-months. Both have increased against the long-term average.
- Volumes of Stalking and Harassment have reduced when compared with both the previous 12-month period (by 3.0 percent) and the long-term average (by 18.9 percent). The Solved rate has increased against both measures. The Charged rate has reduced by 0.4 percentage points when compared to the previous 12-month period but has increased against the long-term average (by 1.2 percentage points).
- The volume of recorded Rape offences has increased by 13.6 percent compared with the previous 12-months period and 6.2% compared with the long-term average. Despite this increase, both the Solved rate and Charged rate have also increased against both measures.
- The Norfolk Independent Sexual Violence Advisor (ISVA) service provides enhanced support to victims of Rape and Serious Sexual Offences (RaSSO), helping to secure their initial and continued engagement as cases progress through the criminal justice system. By fostering trust and confidence, ISVAs play a vital role in maintaining victim engagement. Acting as a bridge between victims

and other agencies, ISVAs help reduce anxiety around legal proceedings, ensure victims are kept informed of case developments, and provide emotional and practical support, including referrals to specialist services. This consistent care, both before and after a charge, is key to building resilience and improving outcomes for victims, helping to secure more convictions.

- To strengthen initial engagement with victims, the Norfolk ISVA service and the Constabulary's Operation Engagement team have jointly launched a 'Duty ISVA' pilot. This initiative enables an ISVA to be available at short notice to accompany officers and staff on visits to RaSSO victims. The presence of the ISVA during these initial interactions helps to ensure early contact is better tailored to the victim's individual needs and helps foster a greater sense of control for victims. The pilot will continue to be reviewed, with aspirations for it to continue beyond 2025.
- Other Sexual Offences volumes have also increased from the previous 12-months (by 60 offences) but are at a lower volume than the long-term average. The Solved rate and Charged rate for other sexual offences have increased against both the previous 12-month period and the long-term average.
- The 'Preventing Crime' report provides an update for some of the activity undertaken by Norfolk Constabulary in this reporting period to improve conviction rates for domestic abuse, stalking and harassment, and Rape and Serious Sexual Offences (RaSSO) under the 'Bringing More (VAWG) Offenders to Justice' section.
- Domestic Violence Protection Notices (DVPNs) and Domestic Violence Protection Orders (DVPOs) are important safeguarding tools in domestic abuse cases. Previously Norfolk Constabulary has only applied these orders in high-risk cases. A policy change has now been introduced which means that they are considered in all domestic abuse cases where there are no other enforceable restrictions that can be applied when a person is released from custody, irrespective of risk level. This is leading to an improving picture around use of DVPNs, enhancing victim safeguarding.
- This activity is supported by a pilot initiative that has commenced in the Norwich District, Operation Redline, which focuses on repeat domestic abuse perpetrators, including the use and close monitoring of DVPNs and DVPOs. The impact and learning from this activity is overseen by the Constabulary's Domestic Abuse Delivery Group.
- The Constabulary is continuing to invest in its workforce to deliver improvement in the response to domestic abuse. In addition to the ongoing Domestic Abuse Matters training programme for first responders that has been reported on previously, officers in the County Policing Command also receive yearly CPD linked to improving investigation standards through the Constabulary's Operation Investigate resource.
- In June 2025, senior leaders from across the Constabulary participated in a DA Matters Training event which was specifically aimed at strategic leadership.

- Strategic and tactical leads continue to drive forward work on the Constabulary's Stalking Action Plan which incorporates the fifteen recommendations made by His Majesty's Inspectorate of Fire and Rescue Services (HMICFRS) in 'The Police Response to Stalking' super-complaint report that was published in September 2024.
- The action plan encompasses activity aimed at improving the identification of stalking offences and the Constabulary's response when offences are identified, including stalking cases which are not related to domestic abuse.
- The Constabulary recognises that there is a need to improve workforce awareness of non-domestic abuse stalking. In response to this the recently established network of Vulnerability and Public Protection Champions are being upskilled in this regard.
- The Suzy Lamplugh Trust's '100-strong campaign' training will be delivered to the Champions network. The campaign calls for every police force in England and Wales to embed 100 specially trained officers, across ranks and roles, from first responders to investigators. The core objectives of the campaign are to:
 - Enhance officers' understanding of the fixated, obsessive and cumulative nature of stalking behaviours.
 - Prevent the misidentification of stalking as a lower-level offence (e.g. harassment or malicious communications).
 - Ensure correct investigative and prosecutorial pathways, reducing risks of mischarges and missed protective measures.
- Work also continues to ensure that opportunities to secure Stalking Protection Orders in appropriate cases are being maximised. This activity includes identifying a dedicated resource to focus on increasing the use of Stalking Protection Orders.
- The Constabulary is engaged with two victims of stalking, one being a victim of non-domestic abuse stalking case, who are providing valuable insight which will help to drive forward activity under the Stalking action plan to support the delivery of a more victim-focused response. Both individuals are keen to be involved in reviewing our processes and have already provided feedback which is helping us to gain insight through the lens of the victim.
- The regular engagement that the DAPPA team has with victims in cases where Stalking Protection Orders are in place also supports the Constabulary's ongoing efforts to learn from the experiences of victims.

Strengthen officers & staff training – *Continue to embed the Operation Soteria principles in officer and staff training to improve investigation and prosecution of rape and serious sexual assault*

- This section provides a brief update on the training that is being delivered to Police Officers and members of Police Staff to support Norfolk Constabulary's continual drive to improve the standards of Rape and Serious Sexual Offences (RaSSO) investigations.

- In this reporting period:
 - The programme to deliver Operation Soteria First Responder training to frontline Police Officers and members of staff who work in the Contact and Control Room (CCR) was successfully concluded. The training embeds the principles of being suspect-focused, victim-centred, and context-led. These principles have now been incorporated into the training syllabus for new Student Police Officers to ensure sustainability.
 - As part of the next County Policing Command (CPC) Development Day training cycle which will begin in August, first responders will also receive additional training delivered by the Soteria Team titled 'An Introduction the National Operating Model (NOM)', the NOM being a framework developed under Operation Soteria to standardise and improve RaSSO investigations across police forces. This training has been specially designed to build upon the knowledge gained from the Operation Soteria First Responder training, expanding understanding of the NOM, reinforcing key principles, and introducing associated products that are aimed at improving investigative standards and ensuring a consistent approach across all sexual offences.
 - Delivery of Modules 1, 2, and 3 of the College of Policing RaSSO Continuous Professional Development (CPD) training for specialist officers and staff up to the rank of Detective Superintendent who investigate RaSSO offences has continued. The main programme will conclude in August, but additional sessions have been scheduled for later this year to include those who missed the training and extend the invitation to personnel in other team who may investigate sexual offences, including the Professional Standards Department, the Major Investigation Team, the Safeguarding Children Online Team and the Public Protection Unit.
 - Module 1 has also been completed by members of Police Staff in relevant roles including the Disclosure Team and Police Digital Investigators.
 - As part of the Operation Soteria CPD that has been delivered within the Safeguarding & Investigations Command, bespoke content has been created to illustrate and highlight victims' experiences. This has included testimony provided by a RaSSO victim, alongside the results of the Soteria police experience survey for survivors of rape and sexual assault.
 - Delivery of the College of Policing Specialist Sexual Assault Investigators Development Programme (SSAIDP) began in January 2025. Two joint courses with Suffolk Constabulary have been delivered so far and we remain on track to meet the joint-force objective for all RaSSO investigators to be trained by the end of 2029.
 - Delivery of the College of Policing Non-Contact Sexual Offending online training package to frontline staff is scheduled for release in Autumn 2025.
 - A bespoke training day for RaSSO specialist investigators is being planned for early 2026 to explore NOM products in more detail, with an emphasis on

suspect-focused investigations. Similarly, a bespoke training day for officers who supervise RaSSO investigations is also being planned for early 2026 to support them when setting investigation plans and to undertake reviews that are suspect-focused.

- The Victim Information Guide (a Soteria NOM product) is in the final stages of being personalised for Norfolk to accurately reflect the additional support services that are currently available within the county. This will be hosted on both internal and external constabulary websites, alongside the Harbour Centre and Independents Sexual Violence Advisor (ISVA) service pages.

Further restorative justice in Norfolk – *Maximise opportunities for the use of Restorative Justice in Norfolk*

- The Joint Restorative Justice Hub is commissioned by the Offices of the Police & Crime Commissioners for Norfolk and Suffolk. Funding has been provided until March 2026.
- Additional funding secured from the Norfolk Police & Crime Commissioner has secured a new Restorative Justice Advisor for Norfolk. The role is supporting the current workloads of the team and the additional capacity it provides means the service is being expanded into other areas of policing business.
- Expansion into the Norfolk Roads and Armed Policing Team has included the delivery of Restorative Justice (RJ) awareness training to Family Liaison Officer (FLO) Coordinators to support FLOs to make appropriate referrals to the RJ Hub following a fatality. The RJ Hub leaflet has been included within the Break folder (support package), and RJ introduction will now be made as part of the FLO's exit process.
- The Norfolk and Suffolk Restorative Justice model is unique in that 100% of cases which are resolved via an Out of Court Resolution (Conditional Caution and Community Resolutions) are triaged by the Hub for suitability for Restorative Justice. Not all cases are deemed to be suitable but for those that are there is an uptake rate of around one in four cases.
- Since 2022 there has been an approximate 800% increase in Restorative Justice referrals received by the Hub. The increase can largely be attributed to the referrals for OOCR cases.
- The chart below shows how referrals have increased year-on-year since the Restorative Justice Hub was formed:

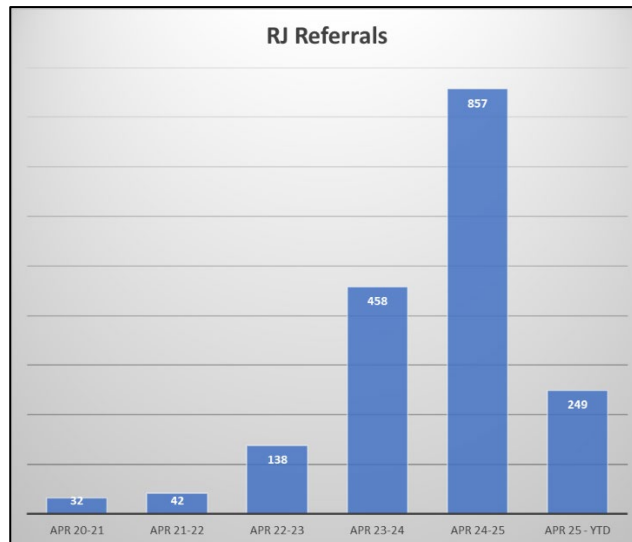


Figure 4 – Referrals received by the Norfolk & Suffolk Restorative Justice Hub since 2020

- Serious and complex case referrals are received from all areas of the Constabulary and from external agencies including Probation and His Majesty's Prison Service (HMPS).
- Victim referrals continue to increase, with self-referrals resulting from agencies that provide support to victims signposting them to the service.
- The Constabulary is continuing to work with His Majesty's Prisons Offender Management Units, enabling offenders to refer themselves to the Restorative Justice Hub.
- Work is in progress to build partnerships with external providers to create a referral route for diversions suitable for Community Resolutions. This diversionary option will be a reparative measure to impact a reduction in low-level crime and re-offending. The reparative diversion will provide participants the opportunity to engage with voluntary groups which in-turn would have a positive impact for Norfolk's communities.
- The Restorative Justice team have written an in-house Victim Awareness course which is based on a Restorative Justice approach, getting offenders to think about the impact of their crime on the victim and the ripple effect into the community. The course is being delivered online via an external platform as part of the diversionary offer for Out of Court resolutions in Norfolk and Suffolk.
- The Constabulary has employed an Intern from the University of East Anglia for a 12-week period as a digital content creator to add course content to the platform.
- Funding that the Constabulary received from the Home Office as part of the Safer Streets anti-social behaviour 'Hotspot' fund has been used to expand course provision, developing new courses for different crime types with a Restorative Justice basis to each.
- The first of the new courses will be a wider community impact awareness course which will provide OOCR options to support the Safer Streets ASB hotspots initiative. The expected launch date for this course is September 2025.

- The Gauke Independent Sentencing Review and the Leveson Independent Review of Criminal Courts explore alternative options for case disposal in a bid to address the rising prison population and backlogs within the Criminal Justice system.
- Offenders sentenced to short-term custody for low-level crimes are significantly more likely to reoffend compared to those who receive diversionary interventions like OOCR. Reoffending rates are generally higher for individuals released from custody compared to those who receive out-of-court disposals or community sentences. MOJ data indicates those released from custody had a proven reoffending rate of 56.0%, while those given a first-tier penalty (an out-of-court resolution) had a rate of 29.4%. (MOJ data June 2023).
- The Gauke Review and its recommendations were published in May. The review suggests abolishing most sentences under a year, allowing suspended sentences of up to three years, and introducing "earned progression" for early release based on good behaviour.
- Within the Leveson review, which was published in June, OOCR features heavily as an option to reduce demand on the court system.
- The increased use of OOCR for crimes attracting sentence of under a year will significantly increase the Constabulary's usage, increase links to diversionary interventions and Restorative Justice, help to contribute to a longer-term reduction in prison population, and impact repeat offending rates.
- The Constabulary's current RJ triage and OOCR referral process is already well established and meets the following recommendation made by Leveson:

Recommendation 8: I recommend implementing Out of Court Resolutions alongside restorative justice for low-tier offences such as some thefts, public order offences and drug misuse.

Improve victim & witness communication – Improve communication with victims and witnesses of crime and ensure compliance with the Victims Code of Practice is embedded into relevant policies and procedures

- The Supporting Victims Subgroup continues to meet quarterly, providing strategic oversight of the services being delivered by the Constabulary to victims to drive continual improvement.
- National consultation in relation to the new Victims' Code and development of the associated compliance metrics and processes for monitoring compliance continues to be delayed. The Victim & Prisoners Act sits within Parliament for amendments with the sign-off of the new metrics awaiting Ministers' approval. It is anticipated that there will be a phased introduction of metrics reporting in 2026 with full reporting due in April 2027.
- Ahead of these changes, training and briefings for officers and staff for the new Victims' Code have been produced. Training inputs include guidance on the

victim's journey and the new Victims' Code metrics. Sessions will be delivered to all officers and relevant staff, including Student Officers, and will include an input to support with increasing the number of referrals to the Norfolk & Suffolk Victim Support service. These training sessions will commence once the agreed metrics reporting has been confirmed.

- Victims' Code compliance across all of the current requirements remains the priority. Activity continues to improve compliance rates and to ensure that reporting on the associated Power-Bi dashboard is accurate, ready for the new national reporting requirement when it is introduced. This activity is being progressed through the Supporting Victims Subgroup, with monthly reporting on District, team, and individual performance.
- Norfolk Constabulary's average overall Victims' Code compliance for Rights 1-7 for the period 1st January 2025 to 30th June 2025 was 80.86%.
- The two priority areas for current Victims' Code compliance continue to be monitored through the Supporting Victims Subgroup. They are 'Receipt of Victim Information Letter being sent within 5 days when a crime has been reported (Right 3) and the Offer of a Victim Personal Statement (Right 7). Data is provided monthly to support compliance improvement in these areas.
- The Constabulary's Victims Lead (Chief Inspector Howes) attends the Local Criminal Justice Board Victims & Witness sub-group. At this meeting agencies update on work being carried out to improve the services being provided to victims, including Victims' Code compliance. The LCJB are developing a local compliance monitoring framework for all partner agencies.
- A national Victims Experience survey will be part of the monitoring for the new Victims' Code. It is expected that data will be provided by Police and Crime Commissioners for 300 victims to be contacted. This is expected to commence in April 2027 and will survey all areas of Criminal Justice to include awareness of the Victims Code, experience of the Criminal Justice System, communication, and referrals to Victim Support services.
- On 1st October 2025 a new supplier (Catch 22) will start to provide the Victim Support service for Norfolk and Suffolk. Early engagement has taken place with Catch 22 to ensure a smooth handover of the daily referrals that the Constabulary makes in accordance with the Victims' Code. Referrals for victims of standard risk domestic abuse incidents will transfer to the Leeway Domestic Violence and Abuse Service, commissioned by the Norfolk Police & Crime Commissioner.
- The workload of the Constabulary's Victim and Witness Service (VAWS) Care Teams continues to grow. This is putting considerable strain on the teams, with staff carrying between 100-200 cases each, with some cases having multiple victims and witnesses.
- The table below show how caseloads for the three different VAWS team at the end of May 2025 compared to May 2022.

	Total case load – May 2022	Total case load – May 2025
GAP / Rap / Admin team	1,000	2,135
Magistrates Court team	650	1,272
Crown Court Team	900	1,481

Figure 5 – VAWs team caseloads May 2022 and May 2025

- Trials are still being delayed and rescheduled at short notice in the Crown Court and Magistrates are re-listing many cases. This creates additional work for the VAWS team, having to rearrange attendance, and can lead to dissatisfaction and disengagement from victims and witnesses. These challenges are not unique to Norfolk and are mirrored nationally.
- Crown Court trials are being scheduled into 2027 which has a significant emotional impact on victims and witnesses, and creates challenges for managing their expectations, and keeping them engaged.
- The review of the VAWS team continues, looking at daily processes, opportunities for efficiency savings, and automation opportunities to develop a longer-term sustainable model which will still deliver a high level of service to victims. Recommendations are now being produced for senior officers to consider.

END.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	N/A
Have financial implications been considered?	N/A
Have human resource implications been considered?	N/A
Have accommodation, ICT, transport, other equipment and resources, and environment and sustainability implications been considered?	N/A
Have value-for-money and risk management implications been considered?	N/A
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	N/A
Is the recommendation consistent with the objectives in the Police and Crime Plan?	N/A
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	N/A